

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

15 April 2015 / 0800 – 1700

16 April 2015 / 0730 – 1400

Open Meeting

Senior Non-Commissioned Officer Academy (SNCOA)
Commandant's Conference Room (B1143)
Maxwell - Gunter Air Force Base, AL 36114

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



MURIEL A. HOWARD
Chair, AU Board of Visitors

Approved: May 22, 2015

Section I: Board Attendance
Section II: Board Activities and Discussions
Section III: Board Actions
Section IV: Board Requests, Observations, and Recommendations
Section V: Status on Previous Meeting Requests, Observations, and Recommendations
Section VI: Air Force Institute of Technology (AFIT) Subcommittee Mar '15 Meeting Minutes

Section I: Board Attendance

A. Board Members attending the meeting:

1. Dr. Muriel Howard, Chair
2. Mr. Norman Augustine, Past Chair
3. Col Robert Beasley, USAF, Ret
4. Dr. Ding-Jo Currie
5. Dr. Benjamin Lambeth
6. Gen Duncan McNabb, USAF, Ret
7. CMSAF Gerald Murray, USAF, Ret
8. Maj Gen Richard Paul, USAF, Ret
9. Maj Gen Ronald Sega, USAF, Ret

B. Members of the AU BOV absent:

1. Mrs. Mary Boies
2. Dr. Rufus Glasper
3. Dr. Ann Millner
4. Dr. Ricardo Romo
5. Mr. Fletcher Wiley, Chair Elect

C. Air University and other personnel attending the meeting:

1. Lt Gen Steven Kwast, AU/CC
2. Dr. Grant Hammond, AU/CA
3. Dr. Matthew Stafford, AU/CF
4. Mr. Michael Gray, AU/HQE
5. Maj Gen Jocelyn Seng, AU/MA
6. Maj Gen Brian Bishop, Spaatz Center/CC
7. Dr. Todd Stewart, AFIT/CL
8. Mr. Allen Peck, AFRI/CL
9. Mr. J.C. Carter, AU/CA
10. Dr. Dale Hayden, AFRI/DV
11. Col Thomas McCarthy, SAASS/CC
12. Col Jill Singleton, LeMay Center/CC
13. Col Patricia Hoffman, Holm/CV
14. Col Mark Ramsey, 42 ABW/CC
15. Col Richard Cooney, ACSC/DE
16. Lt Col Michael Artelli, Barnes Center/CC
17. Lt Col Benjamin Nelson, AU/A3/6T
18. Lt Col Woodrow Meeks, AWC/CSAT
19. Ms. Gayle Mead, AU/FM
20. Ms. Bridgit Griffin, LeMay Center/WG
21. Maj Kyle Grygo, 42CS/CC

D. Designated Federal Officer:

1. Ms. Lisa Arnold, AU/CFB

Section II: Board Activities and Discussions

A. Call to Order: The Air University (AU) Board of Visitors (BOV) meeting convened at 0815 hours on Wednesday, 15 April 2015 in the Senior Non-Commissioned Officer Academy (SNCOA) Conference Room on Gunter at Maxwell Air Force Base, Montgomery, AL. Dr. Muriel Howard chaired the meeting. Dr. Howard informed the Board members that this formal meeting was open to the public and was advertised in Vol. 80, No. 29 of the Federal Register on 12 February 2015. Ms. Lisa Arnold, Designated Federal Officer (DFO) for the Board, was present during the meeting and a quorum was met.

B. Opening Comments: Dr. Howard opened the AU BOV meeting by thanking the members for their time and attendance despite membership approval uncertainties. She reminded everyone the Board's primary charge is to advise the Secretary of the Air Force on the policies and activities of Air University.

Dr. Howard welcomed Dr. Grant Hammond, the new Provost of AU. She also welcomed Dr. Matthew Stafford and other AU faculty and staff and expressed the Board's commitment to assist AU with addressing its higher education concerns.

Dr. Howard commented on the 50th Anniversary of the Higher Education Act that was signed into law in 1965 as part of President Johnson's Great Society agenda of domestic programs. She stated the Act has been reauthorized eight times since 1965, most recently in 2008, and noted that as lawmakers begin holding hearings to solicit input to inform the process, accreditation will continue to be important to educational institutions.

Dr. Howard, Gen Duncan McNabb and Gen Richard Paul discussed the Secretary of the Air Force (SECAF) out-brief that was held in the Pentagon on 13 January 2015. Out-brief topics included: AFIT's Value Proposition, Accreditation, Character and Ethics, Critical Thinking, and Diversity and Inclusion. Dr. Howard noted that the SECAF and the Chief of Staff (CSAF), Gen Welsh, reacted positively to BOV suggestions to rebalance accessions to enhance diversity in the Air Force. SECAF Deborah James stated the meeting's agenda needed to be expanded from the current one-hour duration to 90 minutes. Dr. Howard agreed echoing the suggestion in a follow-up written response to the SECAF.

C. AU Provost Welcome and Discussion: Dr. Grant Hammond welcomed Board members and thanked them for their service. He stated the Board's oversight, advice, and advocacy are very important to the university and much in need. Dr. Hammond stated that although he has been at Air University since 1989, most recently as the Director, Center of Strategy and Technology, the Provost position at AU is new; established 9 February 2015. He is thrilled to assist AU as it is transformed to meet the challenges of the future.

D. AU Financial Overview: Mr. Michael Gray, Financial Advisor to the AU Commander and President presented a comprehensive briefing on the financial status of Air University. Topics included a cost comparison of budget FY13 through FY15, the FY15 Budget current state, the FY16 Budget outlook and FY17-21 POM forecast. The financial information provided demonstrates adequate financial support for AU's programs and operations.

E. Vice President for Academic Affairs Discussion: Dr. Matthew Stafford highlighted the strategic plan vision to “Re-Think Conflict, Re-Imagine Airpower, and Build Agile Leaders.” He stated AU is the lead for the Air Force’s Advanced Learning Initiatives and that funds are available to support transformative efforts to help AU function more like a traditional university. He previewed seven (7) current transformation initiatives termed Initial Operating Capabilities (IOCs) that are designed to springboard AU in the areas of human capital (staff, faculty, and students), curriculum, and infrastructure (physical and virtual). Each IOC is in response to help answer the questions posed last meeting:

1. How can AU educate more Airmen more deeply and broadly?
2. How might AU become a think-tank for our leaders to solve Air Force problems?
3. How do we connect more fully to our communities and society?

The seven (7) IOC transformation initiative briefings and presenters this meeting included:

1. I.T. Infrastructure – Dr. Tony Gould
2. AU Learning Center – Dr. Matthew Stafford
3. New Blue Horizons – Lt Col Anthony Meeks
4. Research Task Forces – Dr. Grant Hammond
5. Air War College (AWC) and Air Command and Staff College (ACSC) – Dr. Christopher Hemmer and Dr. James Forsyth
6. Outreach – Dr. Dale Hayden
7. Distance Learning (DL) Officer Professional Military Education (OPME) – Dr. Bart Kessler

Dr. Stafford concluded his overview asking the BOV members to provide their expert advice and feedback on the IOC’s as the transformation initiatives unfold.

F. Air Force Institute of Technology (AFIT) Subcommittee Out-Brief: Maj Gen (ret) Richard Paul out-briefed the Board on the AFIT Subcommittee meeting held at Wright-Patterson AFB in Dayton, Ohio 9-10 March 2015. He reviewed the meeting’s minutes highlighting AFIT’s Value Proposition, the Advanced Studies in Air Mobility (ASAM), and the Memorandum of Agreement (MOA) between AFIT and the Naval Post-graduate School (NPS). Gen Paul declared this was his last meeting and Maj Gen (ret) Sega is assuming the AFIT Subcommittee Chair position.

G. AU Commander and President’s Discussion: Lt Gen Steven Kwast opened his discussion with a spirit of gratitude. He stated the Air Force is the smallest it has been since 1947 and that leaders need to communicate and be bold. He stated boldness can be reckless if there is no awareness of surrounding elements. Gen Kwast recognized the need for Uniformed Services to collaborate and break paradigms. He stated he is humbled by the Board members’ actions, advice, and seeds of wisdom that they willingly share to help shape and guide AU. Gen Kwast wrapped-up his discussion recognizing Gen Paul’s profound leadership with a presentation of the Air Education and Training Command (AETC) Commander’s Public Service Award.

H. Working Lunch: The Senior NCO Academy students hosted a working lunch for Board members at the SNCOA library. Board members gained perspectives from senior enlisted students in the program.

I. Air University Transformation Initiatives / Initial Operating Capabilities Briefings:

- A. Air University Information Technology Infrastructure: Dr. Tony Gould, Director, Educational Technology Transformation, provided an informational briefing highlighting why AU needs a technology transformation. He presented the current state of educational technology (ET) and previewed the vision for future ET at AU which includes a seamless learning environment and powerful analytics.
- B. Air University Learning Center: Dr. Matthew Stafford, Vice President for Academic Affairs, led a discussion focusing on the capabilities AU will pursue to maximize the utility of a new teaching and learning center within AU. Educational Technology, Faculty Development, and Student Development will be the lines of business for this new center.
- C. New Blue Horizons: Lieutenant Colonel Anthony Meeks, Director, Center for Strategy and Technology, delivered a presentation titled “Understanding Strategic Competition in an Age of Surprise.” The purpose of New Blue Horizons is to encourage a “Think Tank” 10-month research fellowship at AU that explores strategic and operational implications of geo-strategic and military-technical competitions to inform USAF strategic policy.
- D. Air War College (AWC) and Air Command and Staff College (ACSC): Dr. Christopher Hemmer, Dean, Air War College (AWC) and Dr. James Forsyth Jr., Dean, Air Command and Staff College (ACSC) introduced a joint AWC-ACSC school calendar that allows for course elective choices, to include language, regardless of school attendance. The combined approach allows for a more cohesive collaboration amidst the leadership and national strategy continuum.
- E. Outreach: Dr. Dale Hayden, Deputy Director and Dean of the Air Force Research Institute (AFRI), led a discussion to generate ideas and support for the AU transformation initiative that is not just about public affairs, but about how AU collectively can become a catalyst for connecting Airmen to the people they serve. Topics included: conferences and symposia, uniting alumni, web presence and social media.
- F. Distance Learning (DL) Officer Professional Military Education (OPME): Dr. Bart Kessler, Director, Distance Learning, Air Command and Staff College, provided an overview of OPME transformation objectives: Develop critically thinking, innovative,

adaptive leaders; value Airmen's time; deliver the right education, to the right person, at the right time; minimize redundancy; and adapt to changing needs and resources. He also presented concepts to achieve the objectives: A menu of courses that offer breadth and depth across career continuums and provides students with choices; multiple collaborative opportunities to connect students and credentialed faculty; and creative ways to link and integrate PME and degree opportunities.

J. Call for Public Comments: Dr. Howard welcomed comments from the public. There were no comments.

K. Meeting Adjournment: The meeting adjourned at 1:00 p.m. on Thursday, 16 April 2015.

Section III: Board Actions

A. **Previous BOV Meeting Minutes:** The November 2014 BOV Meeting Minutes were approved and signed by Dr. Muriel Howard, Board Chair, on 19 December 2014.

B. **AFIT Subcommittee Meeting Minutes:** The March 2015 AFIT Subcommittee Meeting Minutes were approved by the main BOV committee on 15 April 2015. They are included in Section VI of these minutes.

C. **Future Meeting Dates:** The Board approved the next meeting date of 16-17 November 2015. They recommend the April 2016 meeting be held at AFIT, Wright-Patterson AFB, OH.

D. **Review of Mission Statement, Fiscal Stability, Institutional Policies, and Foundations:** There were no actions taken regarding the university's mission statement or foundations. Fiscal stability was discussed and a By-Law review was requested.

E. **Board Governance:** The Board's new requests, observations, and recommendations were presented to Gen Kwast on Thursday, 16 April 2015 and are included in Sections IV of these minutes. The Board approved AU's responses and recommended actions to previous requests, observations, and recommendations which are reflected in Section V of these minutes.

F. **Board Membership:** The Board had four departing members: Rev. E. William Beauchamp, Mrs. Mary Boies, Dr. F. Ann Millner, and Maj Gen (ret) Richard Paul. The Board welcomes four new members: Dr. Judith Bonner, Dr. Carolyn Dahl, Dr. Ray Johnson, and Gen (ret) Stephen Lorenz all who were unable to attend April's meeting due to the untimely OSD approval of the 2015 Board membership package (received 15 April 2015).

G. **Honorary Degree:** Gen Brent Scowcroft, approved to receive an Honorary Degree during the April 2015 meeting, had to postpone. David McCullough is scheduled to receive the AU HD during the November 2015 BOV meeting. Steven Spielberg is nominated for April 2016.

H. **Closed Meeting:** No portion of the April 2015 meeting was closed.

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

Section IV: New Requests, Observations, and Recommendations *(Numbering Key: MM/YYYY/##)*

A. Requests:

Request 04-2015-01: Consider scheduling lunch with students or faculty/staff both days of the BOV meetings.

Request 04-2015-02: Board members would like to receive a copy of the Senior Non-Commissioned Officer Academy (SNCOA) student self-assessment tool.

Request 04-2015-03: Align the SNCOA with ACSC or AWC versus SOS.

Request 04-2015-04: BOV members request to see the ratio between AU's full-time faculty verse adjunct faculty.

Request 04-2015-05: With all the graduating activities, April is not a good month for university presidents to leave campus; consider moving the spring BOV meeting to March.

B. Observations:

Observation 04-2015-01: Transformation doesn't mean growth, it means change.

Observation 04-2015-02: AU needs to in-source (resources), not out-source.

Observation 04-2015-03: If you invest in Information Technology (I.T.) you'll need a continuing funded line item (for development, implementation, and sustainment); you will want to be "cutting edge" not "bleeding edge" (when it comes to technical support, training, etc.).

Observation 04-2015-04: Need to learn from students who are fresh (recently returning) from the field environment.

Observation 04-2015-05: Website content and "find-ability" is what is most important on a university's landing webpage.

Observation 04-2015-06: It appears SNCOA students are more mature than students in SOS.

Observation 04-2015-07: Kudos to the new AU leadership for revolutionizing education for the future.

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

Observation 04-2015-09: SNCOA students wished they would have received mentors and the SNCOA curriculum earlier in their careers.

C. Recommendations:

Recommendation 04-2015-01: Need to explore beyond policy; consider ways to wage policy changes when studying nuclear and future warfare – to build answers to scenarios.

Recommendation 04-2015-02: Review PME curriculum to ensure there is complimentary curriculum between officers and enlisted.

Recommendation 04-2015-03: Allow SNCOs into the Blue Horizons program, ACSC, and possibly one CMSGT per AWC seminar.

Recommendation 04-2015-04: Place an AU Liaison in each MAJCOM to promote and advocate for AU and AFIT programs.

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

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

Recommendation 04-2015-07: Need to tap into total force and joint services when bringing in students into AU programs.

Recommendation 04-2015-08: Need to tap into joint service resources and total force personnel to utilize as adjunct faculty.

Recommendation 04-2015-09: Create a learning model that gives the individual student an option to complete blended learning portions of instruction either at home station or with concentrated time at the TDY location.

Section V: Status on Previous Meeting Requests, Observations, and Recommendations as of 16 April 2015 (Numbering Key: MM/YYYY/##)

A. Requests:

Request 11-2014-01: It would be helpful to quantify the Human Capital Plan.

AU Response:

The Human Capital Plan (HCP) has been taken up by the Air Staff's Strategic Study Group and is now called the "Human Capital Annex" to the Strategic Master Plan. It is to be updated annually. The initial draft is scheduled for release soon. [Recommended Action: Closed]

Request 11-2014-02: Map the Human Capital Plan to the Strategy.

AU Response:

The Human Capital Plan (HCP) has been taken up by the Air Staff's Strategic Study Group and is now called the "Human Capital Annex" to the Strategic Master Plan. It is to be updated annually. The initial draft is scheduled for release soon. [Recommended Action: Closed]

Request 11-2014-03: Harness social media use throughout Air University.

AU Response:

The AU Commander's Action Group, AU/CFA, AU A3/6, 42nd Communication Squadron and 42nd Air Base Wing Public Affairs are analyzing and testing a social media presence for the University. Once an approach is selected, a sustained presence will be one of the outreach objectives of the Air University Outreach Office. A consensus has not yet been reached as to which available DoD and public social media platforms are best suited to achieve AU's stated outreach objectives. [Recommended Action: Monitor]

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

AU Response:

The SECAF is taking a very proactive stance in bringing diversity to the Air Force. She has identified an AF/A1 team that has published a *Diversity Roadmap* to guide the Air Force into the future. She has also taken an interest in AU's ability to affect diversity through ROTC accessions, backing scholarships and reviewing the diversity impact of decisions to redistribute throughput goals between OTS and ROTC. [Recommended Action: Monitor]

Request 11-2014-05: Consider a campus-wide campaign to encourage awareness of and participation in Quality Enhancement Plan (QEP) initiatives.

AU Response:

The QEP for our first five-year reaffirmation was concluded successfully. As we consider our next QEP, we will include input from across the campus to ensure we get a topic that is of broad

interest. We will communicate with the BOV to ensure that members have insight into both the topics under consideration, their applicability to the University as a whole, and our strategy for expanding awareness of and participation in that initiative. [Recommended Action: Closed]

Request 11-2014-06: The AF should consider building a Center for Integrity and Core Values.

AU Response:

AETC recently funded a Profession of Arms Center of Excellence (PACE) that is dedicated to these topics. We are working closely with that Center to ensure we have the tools and materials necessary to build and deliver current and relevant curriculum through our educational programs. [Recommended Action: Closed]

Request 11-2014-07: Reworded from Request 04-2014-01: Continue to monitor force-shaping initiatives and how they affect AU and AFIT; utilize talent management based on qualitative and quantitative data to keep the best & brightest in the AF.

AU Response:

Concur with the request; we will continue to monitor future force-shaping programs for potential impact on AFIT students, faculty and staff. [Recommended Action: Monitor]

Request 11-2014-08: Reworded from Request 04-2014-02: If members in the education and training pipeline are affected by force-shaping discussions (RIF/SERB), have a means by which they can finish their class/course of study.

AU Response:

Concur with the request; we will continue to monitor future force-shaping programs for potential impact on AFIT students, faculty and staff. [Recommended Action: Monitor]

Request 04-2014-06: Host a BOV meeting at AFIT, Wright-Patterson AFB Ohio in CY2015.

AU Response:

Ohio's weather is risky for November meetings. We are considering WPAFB as a meeting location for April 2016. [Recommended Action: Open]

Request 04-2014-07: Consider bringing all joint service Federal Advisory Committee Act (FACA) board [Chairs] together for a consolidated meeting with the Secretary of Defense (SECDEF).

AU Response:

All FACA committees are separate and distinct and do independent work. It may be more beneficial to request agency (USAF) board chairs and/or DFOs gather to identify like agency processes (i.e.: research topics, membership, etc.). [Recommended Action: Monitor]

Request 11-2013-01: Brief Continuum of Education Strategic Guidance CESG survey results again once an acceptable sample size is obtained.

AU Response:

A sample size of 35% has been attained. An executive summary was provided as a read-a-head for the April 2015 BOV meeting. [Recommended Action: Closed]

Request 11-2013-03: Request to see data on the NCOA beta testing when data is available.

AU Response:

The Beta Test was conducted at Mathies NCOA located on Keesler AFB, MS. Beta 1 started on 25 Sep 14 and graduated 34 students on 23 Oct 14. Beta 2 started on 13 Nov 14 and graduated 31 students on 12 Dec 14. During both test classes, the Barnes Center had a team of 3 Instructional Systems Designers observing each of the course modules as they were being taught. This allowed for real-time changes as needed. Prior to Beta 2, Module lesson plans, handouts and evaluation rubrics were revised as necessary based on direct observation, faculty and student feedback. A comprehensive Executive Summary with in-depth Focus Group Reviews (4) and Lessons Learned (2) has been provided as supporting data. A briefing will be provided at the Nov '15 BOV. [Recommended Action: Monitor]

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

AU Response:

Concur. The Naval Post-graduate School (NPS) *ex-officio* subcommittee member was unable to attend the 9-10 March 2015 AFIT Subcommittee meeting. The SECNAV / SECAF MOA establishing the Academic Alliance between AFIT and NPS is set to expire in April 2016. A review of the “state of the MOA” indicates many provisions have not been fully implemented, with difficulties attributed to wide geographical separation, lack of funding to accompany the MOA, cultural differences between the services, and different reporting structures for AFIT and NPS, respectively. Some recent progress is evident, e.g. the Navy provided a full-time officer on the AFIT staff after the position had been vacant for two years. Despite attempts by AFIT to engage in MOA discussions, recent events and challenges at NPS have reduced the priority of updating/renewing the MOA from its perspective. Joint review of the current MOA needs to continue as soon as practical in order to generate recommendations regarding how to move forward. The importance of such a review is underscored by a recently completed National Research Council (NRC) study on DOD graduate education that discussed the benefits of enhanced collaboration between AFIT and NPS. [Recommended Action: Open]

B. Observations:

Observation 11-2014-01: Airmen today need a tailored education so they can soar.

AU Response: We have a transformational initiative underway to look at better ways to design, develop and deliver focused education to Airmen across our Air Force. This new initiative has

been funded and manpower has been provided. This was discussed during the April 2015 BOV Meeting. [Recommended Action: Closed]

Observation 11-2014-02: Be aware, in order to upgrade technology (cyber and cloud computing) lots of ‘little things’ will have to be added to the budget.

AU Response: We concur with the observation. Upgrading technology after years of inactivity comes with its own set of challenges. Air University is continually refining its IT requirements and closely tracking how we can find budget efficiencies in the midst of growing IT requirements. [Recommended Action: Closed]

Observation 11-2014-03: Technology is a huge driver; DOD is no longer leading.

AU Response: We concur with this observation. No one has a monopoly on technology. As noted in a speech delivered by then-Secretary of Defense Chuck Hagel at the Ronald Reagan Presidential Library, Simi Valley, CA. on Saturday, November 15, 2014:

We all know that DoD no longer has exclusive access to the most cutting-edge technology or the ability to spur or control the development of new technologies the way we once did. So we will actively seek proposals from the private sector, including those firms, and from those firms and academic institutions outside DoD’s traditional orbit.

[Recommended Action: Closed]

Observation 11-2014-04: If we stay on the same path, we will bankrupt the Air Force.

AU Response: AU recognizes the education challenges facing the AF today of having its personnel adequately educated and trained to support national, military, and AF strategic objectives in an increasingly complex international environment. We are addressing these concerns head on through the use innovative and less expensive education delivery methods such as commercial computer cloud technology and storage capability. Current AU student management systems (SMS) remain archaic and are becoming cost prohibitive; however, our efforts in modernization have not proven fruitless – we have reduced the current SMS footprint from 17 to 6 servers and are vigorously pursuing maximizing commercial cloud SMS in order to eliminate redundancy within all AU Professional Military Education (PME) and Professional Continuing Education (PCE) schools where appropriate. [Recommended Action: Closed]

Observation 11-2014-05: Accreditation agencies (Council for Higher Education Accreditation [CHEA], etc.) need to be more military friendly.

AU Response: We continue to work closely with our assigned Vice President at the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), Dr. Chrystal Gail. To date, she has been helpful and responsive to our needs and has aided us repeatedly by providing telephone and email counseling but has also extended an offer to visit the University to help us as we prepare for our next chapter in this reaffirmation journey. [Recommended Action: Closed]

Observation 11-2014-06: The Board agrees the Community College of the Air Force (CCAF) is “doing good; they got it right.” The Board believes CCAF is credible and that people at large see the value in CCAF and their degrees.

AU Response: Thank you. CCAF has 108 affiliated schools, with 107 in “good standing”. The college has 6,052 faculty members, including 9 with "Exceptional Qualifications in Lieu of Degree (EQILD)." The faculty includes 1,008 student instructors who are in the first year of their instructor assignment and working to become fully qualified instructors; 52% have degrees. For FY 14, CCAF had a record breaking number of degrees awarded: 23,160, a 12% increase over the previous record! Additionally, CCAF exceeded its 450,000th degree. We appreciate the Board’s recognition. [Recommended Action: Closed]

Observation 11-2014-07: Ethics start at the top; emphasize ethics as the foundation of the AF.

AU Response: We are emphasizing ethics in every educational program. Our AU President makes this a key talking point at all faculty and student gatherings; subordinate University officers have echoed his call. [Recommended Action: Closed]

Observation 11-2014-08: Distance Learning may be the key to attaining diversity of thought in seminars.

AU Response: We have a transformational initiative underway to look at better ways to design, develop and deliver focused education to Airmen across our Air Force. This new initiative has been funded and manpower has been provided. This was discussed during the April 2015 BOV Meeting. [Recommended Action: Closed]

C. Recommendations:

Recommendation 11-2014-01: Ensure all AU websites and AU web links are working properly and updated prior to SACSCOC Fifth-Year Interim Review (FYIR) visit.

AU Response:

Currently the website maintenance is dispersed through the University and there is no single entity that manages the organization from a University perspective. A3/6 is advocating for such a person at the HQ level. The branding of AU is essential to articulating its mission. As of this writing, AU is not anticipating an FYIR visit; however, there may be a call for additional information to supplement the report. If so, that will occur in July 2015.

[Recommended Action: Monitor]

Recommendation 11-2014-02: Attain AF data on breaches of integrity and ethical dilemmas and compare with other services and to society as a whole to ensure consistency of standards and expectations.

AU Response:

The PACE (previously mentioned) will conduct such analysis. We will have access to their case studies for use in our programs. [Recommended Action: Monitor]

Recommendation 11-2014-03: AU stand-up and institutionalize a Center of Excellence to insert at every level, in all aspects including day-to-day operations, PME, and leadership courses - education on areas of enduring concern (i.e. Integrity, UCMJ, Ethics, etc.).

AU Response:

The PACE is a Center of Excellence stood up in the AETC MAJCOM, to educate and train on areas of enduring concern. [Recommended Action: Closed]

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

AU Response:

As part of the AU Transformation underway, we are driving the University to an outcomes-based approach to measuring progress. In addition to University-wide institutional-effectiveness software (IE), we are expanding our IE staff at the University level and building on past successes to extend the commitment to this important tool for continuous program improvement. [Recommended Action: Monitor]

Recommendation 11-2014-05: Recommend candidacy for the 163rd Reconnaissance Wing (RW) Formal Training Unit (FTU), March Air Reserve Base, CA. Their mission is to educate and provide initial qualification training to Air National Guard MQ-9 Reaper pilots and sensor operators. The 163rd RW currently averages 60 students per year. They have 12 degreed faculty teaching 6 courses worth 21 semester hours. The initial candidacy visit was conducted on 10 July 2014. The 163rd RW met all candidacy requirements.

AU Response:

The Community College of the Air Force, The Barnes Center, Air University CC and the Board all concur. [Recommended Action: Closed]

Recommendation 11-2014-06: Affiliate the 436th Operation Support Squadron, Dover AFB, DE. Their mission is to educate and provide initial air refueling and instructor qualification training on the new model C-5M aircraft. They will sustain all C-5M pilot and flight engineer formal training with plans to expand training in the future. The 436 OG currently averages 46 graduates per year. They have four degreed faculty members who teach two courses worth 38 semester hours. The affiliation visit was conducted 27 August 2014. All affiliation requirements have been met.

AU Response:

The Community College of the Air Force, The Barnes Center, Air University CC and the Board all concur. [Recommended Action: Closed]

Recommendation 11-2014-07: Disaffiliate the Maintenance Readiness Training Center (MRTC), Hill AFB UT. The organization is closing 15 November 2014 and will no longer provide interactive, Combat Air Forces specific instruction to Air Force maintenance and support personnel. CCAF received initial notification of organization closure from MRTC. Official request for disaffiliation is being routed through the MRTC chain of command.

AU Response:

The Community College of the Air Force, The Barnes Center, Air University CC and the Board all concur. [Recommended Action: Closed]

Recommendation 11-2014-08: Delay final affiliation of the 49th Operations Group, Holloman AFB, NM until the April 2015 AU-BOV. The 49 OG's mission is to train, equip, and certify combat ready forces to operate America's premier air dominance fighter, the F-22. The 49 OG mission includes conducting initial qualification training for MQ-1 and MQ-9 pilot and sensor operators in order to provide exceptionally qualified Remotely Piloted Aircraft (RPA) aircrew to the Combatant Commanders. Due to a change in senior staff and an increased mission tempo to incorporate the MQ-9, the final affiliation visit has yet to be conducted. The final affiliation visit is scheduled for December 2014.

AU Response:

Request to delay final affiliation: The 49th Operations Group, Holloman AFB, NM requests delay until the November 2015 AU-BOV. The 49 OG's mission is: to train, equip, and certify combat ready forces to operate America's premier air dominance fighter, the F-22. The 49 OG mission includes conducting initial qualification training for MQ-1 and MQ-9 pilot and sensor operators in order to provide exceptionally qualified Remotely Piloted Aircraft (RPA) aircrew to the Combatant Commanders. A Staff Assistance Visit/affiliation visit was conducted in November 2014 and identified several areas yet to be completed. Due to a change in senior staff and an increased mission tempo to incorporate the MQ-9 expected completion is April 2015. [Recommended Action: Monitor]

Recommendation 11-2014-09: Given growing reluctance of U.S. citizenry to commit ground forces, the School of Advanced Air and Space Studies (SAASS) should examine how the nation can prevail in conflicts where there are no, or *de facto* no friendly ground forces.

AU Response:

Many SAASS students, faculty, and AU PhD candidates have conducted research and written thesis in this topic area. The ability of air power to achieve political objectives in war—often without the presence of a significant friendly ground force—has been a topic of interest at SAASS since the inception of the school, and that interest is reflected in the numerous student papers addressing the topic. In addition to encouraging and advising student research on this topic, the SAASS curriculum addresses the application of air power in the absence of ground forces in a number of ways. The SAASS history courses examine past cases in which air power was the supported, vice the supporting, component of military force; and in SAASS course 644 “Irregular Warfare,” the issue of remotely engaging irregular threats by working with and through host nations and proxies, is a recurring subject of discussion, looked at from a variety of analytical perspectives, in two-thirds of the course. SAASS faculty and students have made a

concerted effort to address the topic of air power absent a significant ground force, and the current curriculum ensures that future students will continue to explore the opportunities and challenges of executing military strategies in the absence of friendly ground troops.

[Recommended Action: Closed]

Recommendation 11-2014-10: Recommend key leaders of the AF corporate process (VCSAF, FM and A8) and possibly the AF Board; visit AU to familiarize with vision, mission, and program concerns.

AU Response:

AU/CC and Outreach Director will continue to invite senior AF Leaders to participate in the AU transformation processes. [Recommended Action: Monitor]

Recommendation 11-2014-11: Revisit the balancing of ROTC versus OTS accessions.
(*In-tandem with Request 11-2014-04*)

AU Response:

In March 2013 AF/A1P made a decision to re-balance AFROTC and Officer Training School (OTS) accessions, reducing AFROTC accessions and increasing OTS accessions. Since AFROTC is the Air Force's most diverse accession source and the primary source for STEM accessions, this shift adversely affected diversity efforts. AFROTC's overall lower accession target combined with an unchanged STEM requirement resulted in fewer female and minority AFROTC accessions, since these demographic groups tend not to pursue STEM degrees. The Holm Center is currently involved in discussions with AF/A1P and other key accession leaders regarding increasing AFROTC accessions as a means to reverse this year's lower diversity numbers and set a path to increasing diversity in the near- and long-term. On 27 Mar 15, AF/A1P agreed to increase AFROTC accessions by 100 in FY17 as an initial step and will re-examine the accessions balance among AFROTC, OTS, and USAFA in FY18 and beyond.

[Recommended Action: Monitor]

Recommendation 11-2014-12: Revised from Recommendation 04-2014-06: Leaders from AETC through AU need to be transparent when making resource decisions that affect their organizations. They need to ensure every voice is heard before finalizing resource decisions (especially if sequestration looms again).

AU Response:

All financial/resource decisions, current and out-years are handled thru a three-tiered Corporate Process. The AU Group members consist of resource advisors for AU organizations; AU Board members include Deputy Commanders/Commandants and Directors; AU Council members consist of all Commanders/Commandants and AU Directors. Mission requirements to include both funded and unfunded requirements are briefed and prioritized by members at each meeting and recommendations are presented to the AU Council for final approval. Requirements/issues are solicited from each organization and consolidated prior to starting the corporate process. Each of these briefings is held in person and all concerns are heard prior to any decisions implemented. Attached are slides and minutes from the latest Board and Council meetings showing discussion and attendees. In addition, representatives from Air University attend all

financial meetings held at AETC to ensure AU's mission requirements are addressed.
[Recommended Action: Monitor]

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

AU Response:

The issue of how the Air Force uses its STEM-educated personnel (whether educated through AFIT or elsewhere) has been the focus of several National Research Council (NRC) studies over the past few years. As previously noted, HQ USAF A-1, the Air Force Personnel Center (AFPC), and the Development Teams for those career fields (functional communities) having a requirement for STEM-educated personnel, manage assignments. The Air Force “STEM Advisory Council,” made up of representatives from various HAF staff organizations, HQ AFMC, USAFA, AFIT, *et al.*, is aware of the problems and issues noted in this AU BOV recommendation and documented in these various NRC (and other) reports.

[Recommended Action: Open]

Recommendation 04-2014-03: Consider a more systematic developmental and assignment policy for enlisted AFIT graduates. (*Similar to Recommendation 04-2014-02 but specifies “enlisted.”*)

AU Response:

HQ USAF and the Air Force Personnel Center manage the Enlisted-to-AFIT program. They determine the number of enlisted personnel enrolled in Air Force-sponsored advanced degree programs and the subsequent assignments. A prior initiative to continue the education of two specific Air Force enlisted graduates of AFIT – in AFIT PhD programs – was not supported at HQ AU. HQ USAF A-1D and the CMSGT of the Air Force are aware this initiative was not supported. AFIT recently awarded its first PhD to an Army NCO. AFIT is prepared to support graduated education for more enlisted personnel should HQ USAF direct that requirement.

[Recommended Action: Monitor]

Recommendation 04-2014-04: Revise force-shaping policy to preserve investments in education / STEM qualified graduates.

AU Response: HQ USAF and the Air Force Personnel Center determine force-shaping policy and programs. The SECAF has announced that no additional non-voluntary force shaping actions will be taken in 2015. Should future force shaping actions be planned by HQ USAF, AFIT will recommend through HQ AU and HQ AETC that consideration be given to retaining military personnel (officer and enlisted) who were sponsored by the Air Force to receive Advanced Academic Degrees in STEM disciplines. [Recommended Action: Closed]

Recommendation 11-2013-04: Recommend AU extends the Senior Non-Commissioned Officer Academy beta test from the sterile environment to the field before proceeding further. (*If 8 days in the sterile environment, what about at the home station [unsterile] environment?*) (*In-tandem with Request 11-2013-03*)

AU Response:

The initial beta testing of the resident SNCOA Advance Leadership Experience (ALE) was highly successful. As a result of lessons learned during the sterile environment beta tests, modifications were made to the course and Phase II beta tests continued through the end of FY14 classes. The Beta Test was conducted at Mathies NCOA located on Keesler AFB, MS. Beta 1 started on 25 Sep 14 and graduated 34 students on 23 Oct 14. Beta 2 started on 13 Nov 14 and graduated 31 students on 12 Dec 14. During both test classes, the Barnes Center had a team of 3 Instructional Systems Designers observing each of the course modules as they were being taught. This allowed for real-time changes as needed. Prior to Beta 2, Module lesson plans, handouts and evaluation rubrics were revised as necessary based on direct observation, faculty and student feedback. A comprehensive Executive Summary with in-depth Focus Group Reviews (4) and Lessons Learned (2) has been provided as supporting data. [Recommended Action: Monitor]

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

AU Response:

Historically, the Air Force's various functional communities, led by HQ USAF senior leaders, determine the advanced degree requirements for personnel working in their respective career fields. The AFERB does not (typically) review or validate advanced degree requirements; its function has been to prioritize the allocation of limited resources programmed in the POM (student man-years and funding) to the requirements brought to it by the functional leaders. Air Force policy is to send those students selected to acquire a graduate degree in a discipline offered by AFIT's Graduate School of Engineering and Management (GSEM) to the GSEM. Others are sent to the Naval Postgraduate School (NPS) or civilian institutions. AFIT's continuing challenge is to align its available capacity with the funded requirements determined by the AFERB, within the resources projected to be available in the POM, across the FYDP. Comprehensive program reviews for each graduate degree offered by the AFIT GSEM are currently accomplished on a three year cycle. These reviews involve external stakeholders (e.g., AFRL) and external advisory boards comprised of representatives from the functional communities being served. AFIT is currently working on a proposal to support Air Force Global Strike Command (AFGSC) with a new master's degree program for officers in the "nuclear enterprise." The program is modeled after the "Advanced Study in Air Mobility" (ASAM) program AFIT has offered in partnership with Air Mobility Command (AMC) for the past 20 years. IOC for this new program is projected for fall 2015. [Recommended Action: Monitor]

Recommendation 11-2013-15: AFIT should identify various opportunities for non-appropriated revenue along with any legislative, policy, or regulatory constraints that are

currently keeping it from capitalizing fully on those opportunities and forward to AU and above for resolution where possible.

AU Response:

AFIT has secured limited authority from Congress to enroll employees of companies in the defense industry in any of its graduate or professional continuing education programs and courses. Currently, that authority is limited to enrollment on a space-available basis and prohibits the hiring of temporary, adjunct faculty to meet the additional demand. AFIT is seeking a modification to this authority, to relax the space-available and other constraints. AFIT is also seeking Congressional authority to retain tuition fees from military and civilian Air Force personnel who are eligible to enroll in AFIT programs or courses, but who are not sponsored by the Air Force. These legislative proposals/requests are now in the review and coordination process. [Recommended Action: Monitor]

Recommendation 11-2012-18: Duplication and redundancy continues among the schools and centers in areas such as institutional research, registrar services, technology, etc. The University lacks a registrar function that can yield the information regarding the number of students to the commander at any given point in time. The Board believes strong academic leadership is the central point. This issue has been recommended several times over the past several years. The Board is encouraged by some of the recent discussions regarding the Learning Air Force and the centralization of activities; however, the Board remains concerned by the present duplication.

AU Response:

Concur. There are multiple concerns; two of those involve technology and leadership. From the technology standpoint, the Education, Operations and Communications Directorate, AU A3/6, has been working hand in hand with the registrar's office to complete the upgrade of AU REPM 6.0. The coding portion of this endeavor was complete November 2014. Since that time, the registrar's office has been working hard to accomplish the testing and validation of the coding. Simultaneously, there are two actions being accomplished. First, is the gathering of requirements from the registrar's office to add additional code to develop a central enrollment function in AU REPM and the second, involves purchasing a COTS product that will allow for central enrollment. AU A3/6 continues to reduce its number of duplicating systems by looking for products that will enable the current capabilities of the school. If the A3/6 plan is accepted, the current way ahead will replace the remaining six registration systems with the purchase of one COTS system by September 2015. If A3/6 is granted permission to proceed the new system should be operational by July '16. [Recommended Action: Monitor]

Recommendation 11-2010-28: There are some educational tasks that cannot be executed as .mil and require full conversion to .edu domain. Recommend a risk analysis of the conversion required and the allocated resources to make the move. Ultimately, a cost savings may be realized.

AU Response:

AU has been working diligently to provide Commercial Internet Service (CIS) at the enterprise level to AU and it's clear that effective CIS is essential for AU schools to carry out modern education and research. The current Internet service at AU is not sufficient. A change to AFI

33-115 removed the requirement for a GIG-waiver to use a non-DoD network for Internet access. The AFI change and support from AETC allowed AU/A3/6 to coordinate and plan for procurement of an AU-wide CIS. This system will include coverage for all AU schools, except AFIT which already has a reliable system in place. AU/A3/6 achieved success by coordination with all centers and schools to verify requirements, coordination with HAF and AETC to insure policy compliance, release of a request for information (RFI) to solicit proposals from vendors, and creation of a statement of work to execute a request for proposal (RFP). The RFP requires a vendor to develop a plan and then install service across the university. The RFP will be released by April 2015 and every effort made to achieve the most expeditious procurement possible. Best estimates suggest early to mid-summer availability. This effort is just the first improvement we will see for AU technology as we transform to a university that delivers life-long learning and education to all Airman in this rapidly changing information age. We are moving out to get effective and reliable CIS in place across AU. [Recommended Action: Open]

Air University (AU) Board of Visitors (BOV)
48th Air Force Institute of Technology (AFIT)
Subcommittee Meeting Minutes
9-10 March 2015
AFIT Chancellor's Conference Room
Wright-Patterson AFB, OH

Section I: Subcommittee Meeting Attendance

A. Members of the Subcommittee attending the meeting:

- (1) Maj Gen Richard Paul, USAF, Ret (Subcommittee Chair)
- (2) Maj Gen Ron Segal, Ph.D., USAF, Ret (Subcommittee Chair-Elect)
- (3) Lt Gen Mark Shackelford, USAF, Ret
- (4) Col Rayford Vaughn, Ph.D., USA, Ret

B. Members of the Subcommittee absent:

- (1) VADM Ronald Route, USN, Ret

C. Other attendees at the meeting:

- (1) Maj Gen Jocelyn Seng
- (2) Dr. Todd I. Stewart
- (3) Dr. Sivaguru Sritharan
- (4) Dr. Matthew Stafford
- (5) Dr. Chris Cain
- (6) Mr. Allen Peck
- (7) Dr. Heidi Ries
- (8) Col Mark Skouson
- (9) Col Paul Cotelleso
- (10) Col Jeff Lanning
- (11) Col Michael (Larkin) Hastriter
- (12) Col Timothy Sands
- (13) CAPT Justin Shineman
- (14) Maj Marnita Eaddie
- (15) Mr. Joe Lamb
- (16) Mr. Luke Whitney
- (17) Lt Col Winston Massey
- (18) Ms. Amber Richy
- (19) Ms. Kathy Brooks
- (20) Ms. Lisa Arnold

Section II: Subcommittee Discussions

A. Maj Gen (ret) Dick Paul called the meeting to order at 0800 hours on Monday, 9 March 2015. He welcomed attendees and introduced the subcommittee members; next he overviewed the meeting's agenda. General (ret) Paul stated this was a public meeting and that Ms. Lisa Arnold, AU Designated Federal Officer, will be present throughout the meeting.

B. Dr. Todd Stewart provided roundtable introductions of the AU and AFIT leadership in attendance and provided an overview of Wright-Patterson AFB organizations and the AFIT mission.

C. Dr. Mathew Stafford briefed guidelines received from the Chief of Staff of the United States Air Force that Air University is using to frame transformation efforts:

1. Educate more Airmen, more broadly and more deeply;
2. Produce more timely and relevant research for our Air Force;
3. Build leaders equipped for the challenges of the future.

As change prevails, the tasks may expand considerably however, the first seven (7) transformative areas that cross all AU's spectrums are:

1. Improve AU's information technology (IT) infrastructure
2. Create an Air University Learning Center
3. Launch the new Blue Horizon IDE/SDE fellows program
4. Launch the specified research task forces: the Cyber/EW Task Force; the Deterrence / Nuclear Weapons Task Force; and the Airpower Studies task Force
5. Expand depth and breadth of AWC and ACSC resident programs by increasing elective offerings and adding future conflict studies
6. Improve Outreach efforts
7. Expand distance learning (DL) programs

D. Dr. Stewart asked subcommittee members questions on how AFIT can contribute to accomplishing the goals of the AU transformation initiative focusing on organizational structure, resources (information technology and facilities), relationships (internal, external and with the Naval Post Graduate School [NPS]), research directions, and new graduate education initiatives. After a productive interactive lunch with students, the days' briefings continued with other topics: the National Research Council's (NRC) study, an Air Force Education Review Board (AFERB) concern, and the Higher Learning Commission's (HLC) Quality Improvement Plan (QIP). Col Marie Wauters and a group of Subject Matter Experts (SME's) from the HAF/A1 community and Lt Col Brian Lutz and HQ/AU Staff joined in the AFIT discussions via Teleconference Monday afternoon.

E. On Tuesday, 10 March 2015, the Subcommittee was provided an opportunity to discuss with key AFIT leadership, the state of the following AFIT schools and program:

- Graduate School of Engineering and Management
- The Civil Engineer School
- School of Systems and Logistics
- The Civilian Institutions (CI) Programs

F. After a productive and interactive lunch with faculty, Tuesday afternoon concluded with discussions on report development. The Subcommittee members had the opportunity to meet with AFIT leadership regarding the assessment of AFIT's policies and programs. The Subcommittee' requests, observations, and recommendations are published in Section III of these minutes. These recommendations will be presented to the AU main Board of Visitors committee at their next scheduled meeting.

G. The meeting adjourned at 1500 hours on Tuesday, 10 March 2015. The next AFIT Subcommittee meeting is scheduled for 17-18 October, 2016 in Dayton, Ohio.

Section III: Subcommittee Requests, Observations, and Recommendations

1. Advanced Degrees Aligned with AF Mission Areas.

Background: For the past several years, AFIT has augmented its primary mission of awarding graduate degrees to meet AF-wide technological needs by regularly providing Masters degrees to cadres of approximately 15 high-potential officers assigned to and selected by Air Mobility Command (AMC) through a program called Advanced Studies in Air Mobility (ASAM). This AMC-sponsored program focuses on management science and leadership skills through a tailored curriculum developed collaboratively by AFIT and AMC. Based on the success of ASAM from AMC's perspective, AFIT is currently in discussions with AF Global Strike Command (AFGSC) to develop a similar initiative for the nuclear enterprise.

Recommendation: AU, AETC, and the Air Force support AFIT in exploring the feasibility of expanding tailored versions of ASAM to all five Air Force mission areas plus cyber as a means of leveraging AFIT's resources in a highly relevant manner to the applicable MAJCOMs. Not only does this initiative directly respond to Air Force needs and interests, but it also creates MAJCOM-level advocates of AFIT's relevance to the Air Force and underscores AFIT's value proposition.

2. AFIT Support of AU Transformation.

Background: AU has initiated a broad transformation initiative which, in part, has an objective of further developing AU as the Air Force's "think tank" for complex, high-priority challenges to the Air Force in both the policy and technical arenas.

Observation: The Subcommittee observes a number of opportunities by which AFIT can directly contribute to the ongoing AU Transformation initiative, including the following:

- a. AFIT participation on applicable technical-related Task Forces that are part of the Transformation methodology.
- b. Continued collaboration with the AF Research Institute (AFRI) to maximize the synergies between policy and technical solutions to complex AF challenges.
- c. Conduct high-priority technical studies that entities such as the AF Scientific Advisory Board (SAB) do not have sufficient capacity to address (e.g., applicable candidate studies that have been vetted through the SAB study selection process but rank below the "top three" typically undertaken by the SAB).

3. Institutional Advancement.

Background: A broad understanding of the AFIT value proposition continues to be a challenge among AFIT's wide array of stakeholders, where a lack of full understanding can adversely affect AFIT's ability to perform its mission efficiently and effectively. This challenge is exacerbated by frequent turnover of personnel within the various stakeholder organizations.

Recommendation: AFIT continue to explore initiatives which will institutionalize and promote a sustained understanding of AFIT's value proposition to its stakeholders. Candidate initiatives might include:

- a. Developing a strategic communications plan which identifies the full set of AFIT stakeholders, and determines for each what message needs to be delivered, when and where it should be delivered, and who should deliver it.
- b. Working with AU to determine the feasibility of placing AU/AFIT liaisons with primary stakeholders (e.g., MAJCOMs) to continuously educate the stakeholders on AFIT capabilities and to understand first hand stakeholder challenges that can be addressed by AU/AFIT.
- c. Developing a strategy to jump start the AFIT Foundation as a means of advocating AFIT and advancing its capabilities in areas where appropriated funds are either insufficient or inappropriate.
- d. Hosting periodic meetings of the AU Command Board of Advisers to expose MAJCOM senior leadership to AFIT's mission and capabilities.
- e. Documenting stakeholder advocacy of AFIT for use in discussing the AFIT value proposition with others.

4. Air Force Institute of Technology (AFIT) – Naval Postgraduate School (NPS).

Background: AFIT and NPS, in response to the Secretary of the Air Force (Sec AF) and the Secretary of the Navy (Sec NAV) direction, signed a Memorandum of Agreement (MOA) in 2002 to create an alliance which would, among other things, consolidate specific degree programs, exchange personnel, and share best practices in the interest of improving the efficiency and effectiveness of both organizations.

Observation: The AFIT-NPS MOA is set to expire in April 2016. A review of the "state of the MOA" indicates many provisions have not been fully implemented, with difficulties attributed to wide geographical separation, lack of funding to accompany the MOA, cultural differences between the services, and different reporting structures for AFIT and NPS, respectively. Some recent progress is evident, e.g. the Navy has provided a full-time officer on the AFIT staff after the position had been vacant for two years. However, despite attempts by AFIT to engage in MOA discussions, recent events and challenges at NPS have reduced the priority of updating/renewing the MOA from its perspective.

Recommendation: Joint review of the current MOA needs to continue as soon as practical in order to generate recommendations regarding how to move forward. The importance of such a review is underscored by a recently completed National Research Council (NRC) study on Department of Defense (DOD) graduate education that discussed the benefits of enhanced collaboration between AFIT and NPS.

5. AFIT Provost.

Observation: The Subcommittee was very pleased to see that, following a rigorous search process, a Provost with strong academic credentials has been hired by AFIT and is now in place.

6. Civilian Institutions (CI) Program.

Background: The Civilian Institutions (CI) program is an extremely important component of AFIT's overall advanced degree program, with approximately 2,400 students (one half of those in the medical career field) enrolled in various CI's compared to approximately 800 students in the residence school at Wright-Patterson AFB. The CI program is managed by a small staff housed at the AFIT WPAFB campus. Last year, in response to budget cuts for CI tuition during Program Objective Memorandum (POM) formulation, AFIT chose to eliminate the CI management staff effective in 2017 to meet its bogy of downward-directed manpower reductions with the provision that some or all of these manpower positions be restored, should the CI tuition budget be restored. It appears that the CI tuition budget is indeed being restored by the AF, and accordingly, AFIT needs the corresponding manpower positions restored in order to manage the CI program without degrading other portions of the AFIT mission (e.g., utilizing existing faculty positions for the CI management staff).

Recommendation: AU support AFIT by restoring CI management staff manpower positions commensurate with AF restoration of the CI tuition budget.

7. AFIT Education Mission.

Observation: The AFIT Chancellor and others have repeatedly emphasized that AFIT is "an Air Force organization with an education mission." While the Subcommittee concurs with this perspective, we have observed over time (through presentations and independent discussions with students and faculty) that AFIT is constrained in its ability to operate effectively as an institution of higher learning because it must abide by policies and mandates that apply to the broad spectrum of Air Force organizations; the vast majority of which support non-education missions. This situation renders AFIT susceptible to manpower, budget, and operations limitations that do not constrain institutions of higher learning outside the Air Force, and that impede AFIT's capability to fully meet its unique foundational mission of higher education for the AF.

Recommendation: AU, AETC, and the Air Force investigate what improvements in efficiency and effectiveness might result from recognition of AFIT as an institution of higher learning by relieving it from various inhibiting Air Force policies and mandates. Some precedent may exist in that the Subcommittee understands that some unique provisions have already been granted to the USAF Academy based on its education mission.

Signature: 
RICHARD PAUL, Major General, USAF, Retired
Chair, AFIT Subcommittee

Date: 17 March 2015

Air University Board of Visitors



Row I: Col (ret) Robert Beasley, Dr. Benjamin Lambeth, Lt Gen Steven Kwast * AU/CC, Dr. Muriel Howard * Chair, Dr. Ding-Jo Currie;
Row II: Maj Gen (ret) Richard Paul, Gen (ret) Duncan McNabb, CMSAF #14 (ret) Gerald Murray, Mr. Norman Augustine, Maj Gen (ret) Ronald Sega