

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

08 April 2019 / 0800 – 1630
09 April 2019 / 0800 – 1630
Open Meeting
Air University Headquarters
55 LeMay Plaza South
Commander's Conference Room (B800)
Maxwell Air Force Base, AL 36112-6335

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

Respectfully submitted by: Dr. Yolanda Levell-Williams, 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
August 6, 2019

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Section V: AFIT Subcommittee Meeting Minutes

Section I: Board Attendance

A. Board Members present:

1. Dr. Judith Bonner, Interim Chair
2. Col Robert Beasley, USAF, Ret
4. Dr. Carolyn Dahl
5. Dr. Ding-Jo Currie
6. Gen Stephen Lorenz, USAF, Ret
7. CMSAF #15 Rodney McKinley, USAF, Ret
8. Col Stephen Cross, USAF, Ret

B. Air University and other personnel present:

1. Col Jeffrey Donnithorne AU/CAO
2. Dr. Chris Cain, AU/Chief Academic Affairs
3. Dr. Yolanda Levell-Williams, AU/Academic Affairs and DFO
3. Dr. Chris Cain, AU/Chief Academic Affairs
3. Dr. Todd Stewart, AFIT Chancellor
4. Dr. Jendia Grisset, AU/Academic Affairs
5. Dr. Shawn O'Mailia, AU/Academic Affairs
6. Mr. Jeff Geidner, AU/Academic Affairs
7. Dr. Robert Farrell, AU/Academic Affairs
8. Dr. Brian Selmeski, AU/Academic Affairs
9. Ms. Linda Burse, AU/DSS

Section II: Board Activities and Discussions

A. **Call to Order:** The Air University (AU) Board of Visitors (BOV) meeting convened at 0800 hours on 8 April 2019 in the Air University Conference Room (B800) Maxwell AFB, AL. Dr. Judith Bonner chaired the meeting. Dr. Bonner informed the Board members that this meeting was open to the public and was advertised in the Federal Register on 3 April 2019 (Document Number: 2019-06403). Dr. Yolanda Levell-Williams, Designated Federal Officer for the Board, was present during the meeting and a quorum was met.

B. **AU Commander and President Opening Remarks and Discussion:** Lieutenant General Cotton opened the meeting by first thanking the Board for their patience during the turbulent membership renewal process, as well as their dedication and loyalty to Air University. He also expressed his appreciation for the school commandant's attendance.

Lieutenant General Cotton addressed three (3) areas of focus for the group: 1) Competitive Categories Initiative; 2) CCAF 21st Century Transformation Initiative; and, 3) Financial Challenges and Resource Issues.

1. **Competitive Categories Initiative:** This initiative will change how officers are nominated and selected for an AU instructor billet. This new process was developed to demonstrate the dedication and value that the AF has for the AU instructor field. This change in culture should result in a higher caliber of quality instructors in the AU application pool. This process will include a Senior Rater who will select the officer who is the best fit to serve in instructor billets. Nomination of the instructor and recruiting duties will be incentivized to elevate the value of the billet selection. The goal of this initiative is to strengthen the selection practice of the AU instructor billets.
2. **CCAF 21st Century Transformation Initiative:** Maj General Dawn Ferrell will lead this initiative with a Task Force that will recommend potential courses of action to position CCAF for future success. The Task Force will utilize the feedback provided by the Board on CCAF's business operations and program relevance as it relates to the trends in civilian technical and workforce development.
3. **Financial Challenges and Resource Initiative:** AU will require an additional \$2 million dollars to support the needs of the ROTC programs.

C. Academic Affairs Discussion: Dr. Chris Cain addressed his Fifth-Year-Interim-Review (FYIR) and the execution phase of OPME Transformation to include: 1) Reaffirmation of Accreditation (SACSCOC & HLC); 2) BOV Bylaws and Self-Evaluation; and, 3) BOV Prospective New Members.

1. **Reaffirmation of Accreditation (SACSCOC & HLC) Update:** Dr. Cain provided an overview of the SACSCOC onsite visit and shared the nine accreditation findings. AU will respond to the findings in are report due August 2019.
2. **AU QEP –** Dr. Cain noted that the QEP, “Leadership...” may be selected as “best in show.” Also, there will be a peer review coordinated with the Marine Corp University (MCU), who is also SACSCOC accredited.
3. **BOV Bylaws and Self-evaluation:** Board members reviewed and voted to accept the changes to the BOV bylaws and new self-assessment form.
4. **BOV Prospective New Members:** AU is awaiting OSD approval for the five proposed new members to the main BOV committee and subcommittee. Results will be shared upon notice of approval.

D. AFIT Subcommittee Out-brief: Dr. Stephen Cross, AFIT Subcommittee Chair, provided a subcommittee out-brief to the full Board for review and discussion. The Board approved the subcommittee meeting minutes contained in Section VI.

Q1: Which STEM disciplines should AFIT focus on to position them competitively in the market of STEM graduate education? Likewise, what new disciplines and/or areas should AFIT focus on and deliver in-residence?

Q2: Which current AFIT disciplines should migrate to civilian or other DoD institutions?

Q3: What does AFIT need to look like in the next 2, 5, and 10 years?

Q4: How might AFIT expand its partnerships with leading civilian institutions to maximize the effectiveness of AF educational programs? Also, how might AFIT become more agile and responsive to AF STEM educational needs?

E. FY18 Financial Review and FY19 Financial Outlook: Mr. Douglas presented an overview of the financial outlook and discussed the implications AU's financial shortfall.

F. Undergraduate Education Programs Overview:

1. Eaker Center - Civilian Associate Degree Program: Dr. Bowens presented an overview of the civilian Associate Degree programs. He shared information about the growth and success of the programs and how the program has grown since its inception.
2. Community College of Air Force: Lieutenant Colonel Sherman provided an overview of the Community College of the Air Force. His presentation included information about the new Dean hired, and CCAF enrollments numbers.

Section III: Board Actions

1. The changes to the BOV Bylaws were reviewed and approved.
2. The Board reviewed the self-evaluation and completed the document.
3. Board Membership Changes: Colonel Beasley and Dr. Currie were presented with the AU/CC Public Service Award for their commitment on the BOV. Their term of service has officially expired.
4. AU Commander and President Assessment. The Board officers 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).

The meeting was adjourned 1600 on Tuesday, 9 April 2019.

Section IV: Status on Previous Meeting Requests, Observations, and Recommendations

Appendix A: CCAF Subcommittee Requests, Observations, and Recommendations

(Taken from: AU BOV Meeting Minutes 13 November 2017 /0800-1630 & 14 November 2017 / 0800-1500)

I. Air University Student Information System (AU SIS) Transition

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

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

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

II. Other Service Instructors

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

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

III. AF Credentialing Opportunities Online (AF COOL)

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

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

IV. Enlisted PME—Airmen's Time

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

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

V. Request for Candidacy

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

Recommendation: AU BOV approve these candidate schools.

Appendix B: Air University (AU) Board of Visitors (BOV) Air Force Institute of Technology (AFIT) Subcommittee Recommendations.

(Taken from: 16-17 October 2017 Meeting Minutes)

A. Core Competency Education

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

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

B. Education as an Air Force Foundation

Observation: The Air Force Vision identifies education as a foundational element, yet historically treats it as an offset when it comes to programming resources. Therefore, almost not of AFIT's resource requirements compete in the Program Objective Memorandum process. Air Force Science and Technology funding enjoys favored status as an "off the top" investment in that process. AFIT, as a research oriented educational institution, enjoys laboratory status equivalent to elements of the Air Force Resource Laboratory and often shares facilities and synergies with the Laboratory. Thus, AFIT resource requirements could be included as a fractional element of Air Force Science and Technology budget, providing a stable, predictable, funding line to the institution for research-oriented education.

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

C. Scientific Test and Analysis Techniques

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

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

D. Manpower Authorities

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

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

E. Budget Scoring Policy

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

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

F. Faculty Hiring

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

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

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

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

G. Reserve Officer Training Corps Advanced Cyber Education

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

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

H. AFIT Hiring Limitations

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

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

I. Communications with Air Force Leadership

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

Recommendation: Develop and offer through the School of Strategic Force Studies a national and nuclear Command, Control, and Communications program mirroring existing nuclear, space, and development, decision making, force management, force direction, and secure, resilient communication.

J. Nuclear Command, Control and Communications

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

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

K. Nuclear Studies Topics

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

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

Section V: AFIT Subcommittee Meeting Minutes