

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

16 November 2015 / 0730 – 1700

17 November 2015 / 0700 – 1500

Open Meeting

Air University Headquarters
Commander's Conference Room (B800)
Maxwell Air Force Base, AL 36112

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: January 12, 2016

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Section I: Board Attendance

A. Board Members attending the meeting:

1. Dr. Muriel Howard, Chair
2. Mr. Norman Augustine, Past Chair
3. Dr. Judith Bonner
4. Col Robert Beasley, USAF, Ret
5. Dr. Carolyn Dahl
6. Dr. Rufus Glasper
7. Dr. Ray O. Johnson, USAF, Ret
8. Dr. Benjamin Lambeth
9. Gen Stephen Lorenz, USAF, Ret
10. Gen Duncan McNabb, USAF, Ret
11. Dr. Ricardo Romo
12. Maj Gen Ronald Sega, USAF, Ret
13. Mr. Fletcher Wiley, Vice Chair

B. Members of the AU BOV absent:

1. Dr. Ding-Jo Currie
2. CMSAF Gerald Murray, USAF, Ret

C. Air University and other personnel attending the meeting:

1. Lt Gen Steven Kwast, AU/CC
2. Maj Gen Timothy Leahy, AU/CV
3. Dr. Matthew Stafford, AU/CF
4. Mr. Michael Gray, AU/HQE
5. Maj Gen Jocelyn Seng, AU/MA
6. CMSgt Timothy Horn, AU/CCM
7. Brig Gen Paul Guemmer, Holm Center/CC
8. Brig Gen Christopher Coffelt, AWC/CC
9. Dr. Todd Stewart, AFIT/CL
10. Mr. Allen Peck, AFRI/CL
11. Dr. Dale Hayden, AFRI/DV
12. Col Thomas McCarthy, SAASS/CC
13. Col Brian Hastings, ACSC/CC
14. Col Edward Thomas, Barnes Center/CC
15. Dr. Stephen Harris, Barnes Center/EA
16. Col William DeMarco, AU/DS
17. Lt Col Nathan Leap, CCAF/CC
17. Dr. Tony Gould, AU/CA
18. Mr. Jay Warwick, AU/CF
19. Dr. Chris Cain, AU/CFA
20. Dr. Michael Masterson, AU/CFR
21. Dr. Jeff Luzius, AU/AUL
22. Dr. Robert Farrell, AU/CFA
23. Dr. Steve Hansen, AU/CFA
24. Dr. Shawn O'Mailia, AU/CFA
25. Ms. Patricia Roberson, AU/CFA
26. Dr. Brian Selmeski, AU/CFA
27. Dr. Leletta Tatum, AU/CFA
28. Mr. John Shepherd, AU/CFR
29. Mr. William Nicholas, CCAF/DEC
30. Maj Darin Boesiger, AU/A3/6C
31. Mr. Matthew Dolan, AU/A3/6C
32. Mr. Mark Lloyd, AU/A3/6C

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 1100 hours on Monday, 16 November 2015 in the Air University Commander's Conference Room on Maxwell Air Force Base, Montgomery, AL. Dr. Muriel Howard chaired the meeting and 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 informed the Board members that this formal meeting was open to the public and was advertised in Vol. 80, No. 155 of the Federal Register on 12 August 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 service to our country and for attending the Honorary Degree Ceremony held earlier that morning. She expressed the importance of Mr. David McCullough's emphasis on the idea of curiosity and how in education, sustained intellectual curiosity can have an impact on research and thesis.

Dr. Howard conveyed regrets for members absent and welcomed four new members: Dr. Bonner, Dr. Dahl, Dr. Johnson, and Gen (ret) Lorenz to their first AU Board meeting. She apologized for the lengthy and arduous membership appointment process that delayed attendance in April and stated all FACA boards appear encumbered by the process. Dr. Howard stated Board governance is extremely important and directly tied to accreditation. She stated it is important to seed our Board and ensure timely administrative personnel requirements are maintained.

Dr. Howard welcomed Lt. Gen. Kwast, Dr. Stafford, and other AU staff and expressed the Board's commitment to assist AU address transformation concerns into the future.

C. Administrative Updates: Ms. Lisa Arnold provided a comprehensive membership overview highlighting individual term of service and appointment dates, and the Board's maximum authorized membership numbers; to include the Air Force Institute of Technology (AFIT) Subcommittee. The Charter, due for renewal in 2016, and the By-Laws were reviewed.

D. AU Commander and President's Discussion: Lt Gen Steven Kwast opened his discussion by thanking Ms. Arnold for her continual stewardship of the FACA governance processes. He expressed gratitude for the Board members' and their efforts and advice assisting AU along the transformational journey to ensure AU remains relevant in the future. Gen Kwast stated America must make changes from the old infrastructure of industrial age tools and Napoleonic organizational models. He noted that these models no longer offer strategic agility or the speed of delivering new technology and new concepts that can be used as tools of national power to make sure the extension of policy and politics for America give our President options. He argued that in order to address the challenges of the cyber-world of today, the US must leverage opportunities to innovate as it moves forward. Many of these ideas percolate from academic institutions, such as AU; ideas that can take our nation to the next plateau of comparative advantage over our adversaries and uplift our current investments. Gen Kwast stated AU's elements of transformation are being designed to tickle the intellectual curiosity of the USAF's

650,000 total force Airman and Civilians to deliberately develop habits of mind that enable strategic, operational, and tactical agility to do their jobs well and connect the dots so that with an innovative spirit, a habit of smart risk taking becomes a part of culture. He recognized cultural paradigms and the need for transformation to develop an infrastructure to tap into the full potential of the mind of our workforce and do it at an affordable price point. Gen Kwast wrapped-up his discussion emphasizing the need to develop an infrastructure of Information Technology, Curriculum, Think-Tanks, and Out-reach to tap into the full potential of our workforce from the onset of discovery of a problem, all the way through solutions in the areas of war-gaming, strategy, and doctrine. Gen Kwast said all the elements of AU's transformation are vital and all are consonant with the objectives provided in the USAF Human Capital Plan.

E. Vice President for Academic Affairs Discussion: Dr. Matthew Stafford welcomed Board members and provided an overview of the meeting's agenda. He commented on the Honorary Degree ceremony extending thanks to the Board for their approval of Mr. David McCullough's nomination and also for their service to AU and our nation.

Dr. Stafford highlighted each document forwarded to Board members as pre-reads:

1. AU Strategy Plan Sept 2015
2. USAF Strategic Master Plan May 2015
3. America's Air Force - A Call to the Future Jul 2014
4. AF Human Capital Plan May 2015
5. AF Future Operating Concept Sept 2015

AU's transformation launched December 2014 and these five documents are important to AU as it progresses into Transformation Phase II.

F. Air Force Institute of Technology (AFIT) Update: Dr. Stewart briefed the Board on AFIT providing a comprehensive, in-depth overview of the Institute. He highlighted AFIT's organizational structure and AFIT's vision for the future. Dr. Stewart referenced challenges and stated challenges can become opportunities for growth, partnership, and progress.

G. Community College of the Air Force (CCAF) Update: Lt Col Nathan Leap provided a CCAF overview and Air University Associate-to-Baccalaureate Cooperative (AU/ABC) and General Education Mobile (GEM) program updates. In FY15 CCAF awarded 23,206 AAS degrees, managed 108 affiliated schools and had a total of 6,070 faculty members. AU/ABC boasts 59 partner schools with 211 approved programs and 1,943 graduates; 49 of which are now commissioned officers. GEM has 68 partnered schools with 1,113 approved courses and 31,434 students enrolled. Lt Col Leap concluded his update by presenting three (3) CCAF voting items concerning schools for candidacy and affiliation. (Voting outcomes are listed in Section 3, Board Actions, of these minutes.)

H. Working Lunch: The Air University Faculty Senate hosted a working lunch for Board members at the Maxwell Club. Board members gained perspectives from these AU faculty members. (Attach 1)

I. Fifth-Year-Interim-Review (FYIR) Report Update: Dr. Cain provided an update to the FYIR report that was submitted as part of AU's mid-term 10 year re-affirmation process of accreditation per the Southern Association of Colleges and Schools (SACS). He stated 16 of 95 comprehensive standards were reviewed in-depth and that only two areas begged further inquiry by SACS: how AU calculates credit hours and the identification of programmed administrators at each school. AU successfully addressed each concern and received a "thumbs-up" on their FYIR. One lesson learned Dr. Cain stated, is the arduous task of providing years of evidence (data). He said AU has procured an industry standard program for future use to assist with this; *Compliance Assist*—an integrated software and cloud-based assessment tool for higher education.

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

- Outreach – Lt Gen (ret) Peck opened a discussion on AU Strategic Planning Line of Operation (LOO) #3, Improve Integration and Outreach. He introduced the LOO 3 team and reviewed the team's outreach goals. Dr. Gould expanded on the topic citing a need for virtual presence, expanded social media, and AU brand recognition. The discussion concluded tying goals to objectives and tasks, and glimpsing a way-ahead of the AU Integration and Outreach Center plan.
- Information Technology: Diamond Class Phase I – Dr. Masterson presented an Air University Registrar Education Program Management System (AU/REPM) update and Mr. Dolan briefed on the AU acquired commercial Student Information System (SIS) and Learning Management System (LMS). Mr. Lloyd briefed on AU's recently stood-up Commercial Internet Service (CIS). The New systems provide expandable, flexible, cutting edge educational technology to improve learning and research, and support the future needs of AU.
- Transformation Phase II - Dr. Stafford reviewed AU's Mission and Vision statements and charged the Board to recommend ways AU can focus on the needs of the Chief of Staff (CSAF) and the Secretary of the Air Force (SECAF), specifically focusing on ways to: Enhance USAF Human Capital through developmental opportunities; Analyze and propose solutions to critical USAF challenges; and bolster connections with communities served. He referenced Tony Bate's book: "Teaching in the Digital Age" and clarified the distinction between education (knowing why we do things) and training (how to do things). Dr. Stafford talked about the Force of the Future (FotF) and advocated for both Joint PME schools (how to fight and win wars) and Service PME schools (air, land, and sea distinct capabilities). He briefed *America's Air Force: A Call to the Future* which includes all Airmen: active duty AF, enlisted and officer; civilian members; Air Guard; AF Reserve; and the Civil Air Patrol. He reviewed AU's Lines of Operations; the first of which is education. To deliver the best education opportunities possible and ensure intellectual agility requires the ability to recruit and retain high quality faculty for teaching and for airpower and deterrence research. Faculty is at the core of education.

When questioned about gaps in faculty, Dr. Stafford answered that the ROTC program is currently manned at 67% at the detachment level. An in-depth discussion ensued concerning policy, authority, and the need to assign personnel to help the AF leverage the talent and investments that we make into an Airman's education so that they can pay-it-back into our AF (a return on investment). Dr. Stafford concluded his discussion by referencing the upcoming review of The Goldwater–Nichols Department of Defense Reorganization Act of 1986. He stated these are exciting times at AU and asked the BOV to continue to provide their expert advice and feedback on ways forward for education with-in DOD.

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

L. Meeting Adjournment: The meeting adjourned at 3:00 p.m., Tuesday, 17 November 2015.

Section III: Board Actions

A. **Previous BOV Meeting Minutes:** The April 2015 BOV Meeting Minutes were approved and signed by Dr. Muriel Howard, Board Chair, on 22 May 2015.

B. **SECAF Out-brief:** Dr. Howard, Gen (ret) McNabb and Maj Gen (ret) Segal discussed gathering and prioritizing topics to present to the Secretary of the Air Force (SECAF) out-brief scheduled at the Pentagon on 28 January 2016. The Committee Chairs agreed the following items should be presented to the SECAF during the January 2016 out-brief: Faculty matters and Title 10 policy and authority (managing assignments and personnel) concerns.

Dr. Howard noted that the Board was pleased to learn that attendance and travel restrictions to Non-DoD conferences for faculty development had been changed and that approval authority had been delegated to levels consonant with the University's needs and as such, she wished to send a letter of gratitude to the Honorable James prior to the next SECAF meeting. (Attach 2)

C. **Future Meeting Dates:** The Board approved the next meeting date of 26-27 April, 2016 to 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. The Board reviewed the Charter and By-Laws in preparation for committee renewal submission.

E. **Board Governance:** The Board's new requests, observations, and recommendations were presented on Tuesday, 17 November 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. **CCAF Voting Items:** The Board voted unanimously to approve the following Community College of the Air Force recommendations:

- Delay affiliation of the 163rd Reconnaissance Wing
- Affiliate the 49th Operations Group
- Approve Candidacy Status for the Advanced Airlift Tactical School

G. **Board Membership:** The Board had zero departing members. The Board welcomed 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).

H. **Honorary Degree:** Lieutenant General Kwast, on the recommendation of the Board, conferred Air University's seventh Honorary Degree during a ceremony held Monday morning, November 16th in Polifka Auditorium, at Squadron Officer College. A Doctorate of Humane Letters was bestowed to David McCullough, two-time Pulitzer Prize winning author, historian, and narrator. (Attach 3)

I. **Closed Meeting:** No portion of the November 2015 meeting was closed.

J. **Assessment with AU Commander and President:** The Board Chairpersons met with the AU Vice Commander 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 11-2015-01: Critically need to focus on AU branding.

Request 11-2015-02: Utilize the base Military Liaison for Schools (through the Airman and Family Readiness Center) to work family member's issues/concerns with the local K-12 schools.

Request 11-2015-03: Increase or diversify incentives to recruit and retain quality faculty.

Request 11-2015-04: Harness the airpower story. Need an in-house avenue for research; tap into local AU talent.

Request 11-2015-05: Would like to hear more about CCAF and how they fit with AU.

B. Observations:

Observation 11-2015-01: Make creating quality faculty a journey, not a destination.

Observation 11-2015-02: Accreditation and ensuring rigorous education standards is worth the hassles of governance.

Observation 11-2015-03: Pertaining to faculty, Marine Corp University (MCU) has great recruiting initiatives; Army staff value assignments to West Point.

Observation 11-2015-04: Concerning tenure, there is a comfort to long-term stability and homogeneity; it takes time to learn a routine and understand the system. Most productive years are later in a career.

Observation 11-2015-05: The quality of faculty impacts education and the future of the AF.

Observation 11-2015-06: Blended learning is a quality enhancer.

C. Recommendations:

Recommendation 11-2015-01: The Board needs to receive a comprehensive membership review briefing on an annual basis; this should be added as a reoccurring agenda item.

Recommendation 11-2015-02: Double AU's outreach efforts; engage Public Affairs Officer as a part of the Line of Operations (LOO) #3 team.

Recommendation 11-2015-03: Ensure the use of collective AF resources before asking for more.

Recommendation 11-2015-04: Use Total Force persons (ANG and USAFR expertise) as faculty.

Recommendation 11-2015-05: The Board would like to receive a high-level summary update from the Faculty (Senate) at each BOV meeting.

Section V: Previous Requests, Observations, and Recommendations As of 17 November 2015 (Numbering Key: MM/YYYY/##)

A. Requests:

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

AU Response:

AU Concurs with this request; whenever time, circumstance, and schedule allow the BOV will be scheduled "working lunches" both BOV meeting days with AU students, faculty, or staff.

[Recommended Action: Close]

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

AU Response:

The students input their assessments into a Learning Management System, therefore; the tool itself is not available. The 11 Self and Peer Feedback Criterion used in their assessments'; rated on a 5-point scale, are:

1. Controlled emotions and impulses while adapting to changing circumstances
2. Considered multiple perspectives and approaches before making decisions
3. Maintained a professional military image
4. Fostered an inclusive environment based on trust and respect
5. Motivated the group to work towards a common goal
6. Employed active listening and conflict management when dealing with others
7. Gained influence without sacrificing relationships
8. Actions, decisions, and behaviors contributed to the common goal
9. Disregarded personal agendas to achieve shared vision/goal
10. Considered 2nd/3rd order effects to help group establish and commit to a course of action
11. Used verbal communication to foster critical thinking and problem-solving

[Recommended Action: Close]

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

AU Response:

Currently, Senior Non-Commissioned Academy (SNCOA) students have professional exchanges with students from Squadron Officer College (SOS) (8 hours), Air Command and Staff College (ACSC) (3 hours), and Air War College (AWC) (3 hours). This enlisted interaction with all three levels of Officer Professional Military Education (PME) provides a reciprocal benefit to all involved. While it would be extremely beneficial to better align the SNCOA with ACSC and AWC to provide more time for mutual development, it would be a detriment to altogether remove the exchange with SOS. [Recommended Action: Close]

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

AU Response:

Air University faculty authorizations are determined by the Unit Manning Documents (UMD) for each School or College. Since approximately 2010, AETC hiring policies have prohibited employing “over-hires” to keep costs within budget constraints. Therefore, there is no “adjunct faculty” in the sense that civilian universities use the term adjunct (i.e., part-time). Departments within the Air War College and Air Command and Staff College use the term to mean faculty who are not permanently assigned to the teaching department in which they are adjunction. All adjunct AU faculty are in practice, full-time AU faculty members who are hired within the constraints of the UMD. AUI 36-2301, *Use of Contract Instructors and Guest Speakers at Air University Schools*, establishes procedures for hiring contract instructors to teach a particular seminar, block of instruction, class, or group because of their professional expertise or association with a specific functional area that is not normally available among assigned AU faculty. In practice, the schools and colleges use this option to bring in lecturers for individual lessons—i.e., as guest lecturers rather than as adjunct faculty.

[Recommended Action: Close]

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.

AU Response:

Air University is exploring moving the Spring BOV Meeting to March.

[Recommended Action: Monitor]

Request 11-2014-03: AU needs to harness Social Media use throughout Air University.

AU Response:

The development of a social media presence at the HQ AU is being headed by the Commander’s Action Group (CAG) and the Director of Transformation with some assistance from A3/6, 42nd Communication Squadron and 42nd Air Base Wing Public Affairs. Many different avenues are being explored to meet this requirement.

[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:

AFROTC continues to be the most diverse commissioning source for the Air Force, though the reduction in target AFROTC accessions has adversely impacted diversity efforts.

However, the ROTC commissioning numbers are projected to increase slightly beginning in FY17. It is important to continue this upward trend in the years to follow to further enhance junior officer diversity. Additionally, STEM degree requirements historically have had a negative effect on female and ethnic diversity. HAF intends to conduct a review to validate

which career fields have legitimate STEM requirements, with the aim of adjusting the ROTC STEM accession goal. These topics will be addressed at the January 2016 officer accessions summit. [Recommended Action: Monitor (*mirrors Recommendation 11-2014-11*)]

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: (*No Change*)

Concur; 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; we will explore the available options, in coordination with the HQ AU staff (CF and A-1) and the HQ AETC A-1 staff. These programs are managed by HQ USAF A-1 and the Air Force Personnel Center and they would be the responsible Air Force organizations for approving and implementing related policy decisions, within available legal authorities. [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 tentatively planning the spring '16 meeting for Tuesday-Wednesday, April 12-13 at WPAFB in Dayton, Ohio. [Recommended Action: Close]

Request 04-2014-07: Consider bringing all joint service Federal Advisory Committee Act (FACA) boards [Chairs] together for a consolidated meeting [or joint letter from AU, NPS, etc.] with the Secretary of Defense (SECDEF).

AU Response:

All FACA committees are separate and distinct and do independent work; however, Joint Force Development (J7) held a combined teleconference with agency Designated Federal Officers (DFO) and the Director of Administration and Management's Advisory Committee Management Officer (CMO) July 2015 to gather information on like agency processes (i.e.: governance, membership, etc.). [Recommended Action: Open]

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

AU Response:

The Beta Test was conducted at Mathies Non-Commissioned Officer Academy located on Keesler AFB, MS. Beta One started on 25 Sep '14 and graduated 34 students on 23 Oct '14.

Beta Two started on 13 Nov '14 and graduated 31 students on 12 Dec '14. During both test classes, the Barnes Center had a team of three 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 Two, module lesson plans, handouts and evaluation rubrics were revised as necessary based on direct observation, and faculty and student feedback. A comprehensive Executive Summary with four (4) in-depth Focus Group Reviews and two (2) Lessons' Learned were provided as read-a-head material for the April '15 meeting. The program has deployed to the field and normal effectiveness processes are in place assuring program quality. [Recommended Action: Close]

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 with the request. AFIT will provide an update to the Board members at the next BOV meeting, currently scheduled for April 2016. [Recommended Action: Open]

B. Observations:

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

AU Response:

Air University's Transformation is built on a foundation of reviewing existing programs, processes, and procedures to identify opportunities for re-aligning resources and missions for greater effectiveness. Since launching the transformation effort after Lt Gen Kwast took command in October 2014, several reviews and study groups have informed the University's senior leaders' perspectives on how to transform the institution. Given the resource climate that has prevailed since 2012, a search for greater efficiencies can only take us so far. Our Centers and Schools have already experienced dramatic reductions in faculty, staff, and budgets in as the entire Department of Defense has searched for efficiencies in the post-OIF/OEF resource environment. However, as resources have declined we have experienced an explosion of requirements and a demand for innovative educational opportunities that have increased the stress on our programs. At some point, to achieve the potential for educating more Airmen more broadly and deeply and to respond more quickly to contemporary Air Force issues, the University will require investments in manpower, infrastructure, and funding. While some may view this as growth, in reality it is a responsible re-capitalization of our educational weapon systems. In much the same way that our flying training enterprise requires investments in new training platforms or our combat air forces need new long range strike capabilities, our educational enterprise requires responsible strategic investments to be able to prepare Airmen to meet the demands of the emerging strategic environment. As we identify opportunities and initiatives for these investments, we will do so with an emphasis on delivering more, better, and relevant educational opportunities to Airmen across their careers. To an outsider, some

initiatives may be perceived as growth--but where the University needs to develop new "weapon system" capabilities we will do so from a sound understanding of how this contributes directly to better performance for Airmen on the job. [Recommended Action: Close]

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

AU Response:

AU makes every effort to utilize all resources within AU before implementing any out-sourcing measures. There are limitations on both contract services and manpower that must be closely monitored to ensure the proper resources are applied to meet all critical mission requirements. [Recommended Action: Close]

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 tech support, training, etc.)

AU Response:

Transformation of AU's I.T. is grounded in leveraging commercial products and procurement of these products requires long-term funding plans. Recent initiatives to replace in-house services with commercial products include contracts with base-year and optional-year requirements for development, operations, support and training. These efforts which include commercial internet service, Learning Management System, Student Information System, websites, cloud-based hosting, and more are basically best of breed products. AU is migrating to these industry-leading products to achieve I.T. effectiveness while leveraging the financial benefits inherent in a broad commercial customer base and proven functionality and service. AU's vision for I.T. is to achieve holistic and highly effective functionality and reliable support through advanced yet proven products, applications, and services. [Recommended Action: Close]

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

AU Response:

Each Academic Year (since 2008), the Air Force Research Institute (AFRI) conducts a Warrior Feedback Program (WFP) with Intermediate Development Education (IDE)/Senior Developmental Education (SDE) and Senior Non-Commissioned Academy (SNCOA) US military students/faculty. The purpose of the WFP sessions is to capture recent deployment operations observations/experiences/lessons learned from in-resident Air Command and Staff College (ACSC), Air War College (AWC), and SNCOA students and faculty, to keep AFRI Researchers apprised of current issues, develop potential AF-level research and doctrinal initiatives, and provide an opportunity for students to broaden their knowledge of Joint Force Component (JFC) support issues/challenges. [Recommended Action: Close]

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

AU Response:

A powerful, useful, and convenient website is absolutely critical to the success of a university in today's electronic and online centric world. The approach to development of AU's new university website, the AU Gateway, is based on two factors. The first is an attractive yet functional site that uses intuitive and consistent navigation coupled with an effective search function to make the site easy to use and find the information or service desired. The second critical factor is useful and timely content. Consequently, the AU Gateway will be supported by personnel dedicated to gathering, filtering, focusing and loading content. The value and service of the AU Gateway will depend upon providing content and services that are useful to all users of the site which includes not only AU members but all Airmen along with joint, government, civilian, and international audiences. To date, the limitations of AU's website have been due to a lack of dedicated personnel to support and update the site in a timely manner. The newly designed site along with dedicated personnel for technology and content management should allow AU to share its expertise, products, and accomplishments with all users and audiences. [Recommended Action: Monitor]

Observation 04-2015-06: It appears Senior Non-Commissioned Officer Academy (SNCOA) students are more mature than students in Squadron Officer College (SOS).

AU Response:

On average, NCO's attend the SNCOA Course at the 15-16 year career point where-as officer's are eligible to attend the SOS course between 4 and 7 years of service.

[Recommended Action: Close]

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

AU Response:

University leaders thank the Board for endorsing the Transformation efforts. As the institution implements the programs proposed by faculty, staff, and our stakeholders, we encourage the Board to remain fully engaged in monitoring and supporting efforts to educate more Airmen more broadly and deeply. The BOV's involvement is a critical aspect of educating Airmen today to meet tomorrow's challenges. [Recommended Action: Close]

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

AU Response:

AU has endeavored to get the new university website launched as quickly as possible while making sure that the site will be highly effective and supportable. The AU Gateway project used a contract vehicle approach to leverage the expertise and experience of a commercial website development company in order to achieve a modern, first-class, university-level website. The design, development, and sustainment of the AU Gateway are being accomplished through a contracted effort that began in Sept '15. The initial operating date for the public side of the AU Gateway is no later than 01 February 2016. The full AU Gateway that includes a private back-end to provide services internal to AU should be in service no later than 01 May 2016. While a less functional website might have been launched more quickly, the planned AU

Gateway will include many services and features only possible through a contracted effort. These include; a robust content management system, accurate version management, hosting on a government approved cloud platform, modules for calendars, events, collaboration and more, single-sign for internal, non-public services, and dynamic database interaction. The AU Gateway will be available soon to achieve the critical outreach and services essential to Airmen and AU audiences worldwide. [Recommended Action: Monitor]

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

AU Response:

EPME Attendance policy is owned by the HAF. Currently, EPME attendance policy is under review at the A1 level with the very issue of approving earlier attendance. As a result, AU expects new EPME execution policy in the very near future. The current Force Development construct and the target audience for the SNCOA are appropriately timed. Attendance to the SNCOA is required for promotion to E-8. Further, all AD Airmen attending the AFSNCOA would have attended ALS and the NCOA which is appropriate for the scope and level of responsibility of the student's rank at the time of attendance. It's common for students, after completing any level of EPME, to wish they had been offered the opportunity to attend earlier in their respective careers.

This speaks to the power of enlisted education experience and the intellectual curiosity of enlisted Airmen. The source of this comment came at a time when EPME, at the SNCO level, had transitioned from a resident to a blended learning course. The academic content was moved to self- study distance learning and the resident course was transformed into an Advanced Leadership Experience (ALE) with immersive laboratories designed to develop and hone leadership skill and adaptability under ambiguous and stressful conditions. For all students, this experience was holistically different than any previous attendance to EPME. Further, the resident course design provided multiple learning experiences across several domains of learning and focused on 11 leader behaviors extracted from the Air Force Institutional Competencies.

Course feedback is extremely positive and for some students, life altering. As a result, it is quite natural for those students to wish they had the experience earlier. As for mentors, EPME faculty has a role in mentorship while students attend the course and some instructors continue long standing relationships with students once they graduate. Further, there are willing mentors available at each base along with numerous Air Force social media mechanisms such as My Vector/ Career Path Tool and other Human Capital initiatives (Profession of Arms Center of Excellence) that offer Airmen guidance and direction on growth within the profession itself. Additionally, SNCO students are enrolling in the distance learning courses at a Time in Service point occurring earlier than most Airmen would normally be exposed to such material.

EPME faculty members are available to provide support via the AU Student Support Desk during DL interactions. Most of these mechanisms are in their infancy (unknown to the students who inspired the observation). However, there are AF Times articles, MyPers messages, and normal information flow through the enlisted chain of command informing

Airmen of the numerous personnel policy changes and additional services offered as part of the collective effort to *Take Care of Airmen*. [Recommended Action: Close]

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.

AU Response:

The Center for Unconventional Weapons Studies and the Nuclear Task Force offer electives to Air War College and Air Command and Staff College, as well as serve as curriculum SMEs, to educate students on current and emerging nuclear threats. Students get a thorough grounding in classical and modern theories of deterrence coupled with field trips to the national labs, Nuclear Weapons Center, and the National Capitol Region, to understand current and future stockpile, arms control, and proliferation issues. Students and faculty participate in A10 and DoD/Office of Net Assessment war-games to test theoretical and practical strategies. Blue Horizons has explored how deterrence is changing given differing strategies explored by Chinese and Russians. Examples include new warhead designs and new approaches to crisis stability in different scenarios and diminishing utility of INF treaty. These ideas have been presented to STRATCOM SAG, in person to COMUSSTRATCOM and (in general form) to HASC and SASC staffers. They have been published, in part, in a paper entitled Deny, Control, Deter written for the Air Staff and used to frame a SECDEF offsite in August. This paper is pending publication in AU's Strategic Studies Quarterly.

[Recommended Action: Close]

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

AU Response:

AU Curriculum is both integrated and complementary for both officer and enlisted education. The office of the Vice President for Academic Affairs (VPAA) and AU faculty collaborate with higher headquarters officials to develop DOD and Air Force (AF) policies that are executed through AU's educational programs. AU partners include the Chairman of the Joint Chiefs of Staff Joint Force Development Directorate (CJCS J-7) which oversees the Chairman's policies for joint education, Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1800.01, *Officer Professional Military Education Policy*, and CJCSI 1805.01, *Enlisted Professional Military Education Policy*, as well as the Process for Accreditation of Joint Education (PAJE). CJCS J-7 meets periodically with faculty from AU's Air War College (AWC), Air Command and Staff College (ACSC), and their peers in sister-service institutions to modify joint education policies. AU Academic Affairs personnel also engage throughout the year with the Headquarters Air Force Deputy Chief of Staff for Manpower and Personnel Force Development Directorate's Learning Division (HAF/A1DL) which oversees AF policies regarding developmental education and training. This division consolidates force-development requirements into AF institutional competencies.

Air Force Policy Directive (AFPD) 36-26, *Total Force Development*; Air Force Instruction (AFI) 36-2301, *Developmental Education*; AFI 36-2640, *Executing Total Force Development*, and Air Force Manual (AFMAN) 36-2647, *Institutional Competency Development and Management*, establish criteria and processes for the professional development of officer and enlisted personnel within the Department of the Air Force. The primary purpose of force development is to identify the competencies Airmen must possess to accomplish the Air Force mission. Institutional and technical competencies drive resource allocation for: 1) education, 2) training, and 3) experience that combined, prepare Airmen to execute their roles and responsibilities effectively. This three-fold developmental construct forms the Continuum of Learning (CoL), a career-long process designed to produce Airmen who possess the tactical expertise, operational competence, and strategic vision to lead and execute the full spectrum of AF missions.

Academic Affairs personnel coordinate with AU faculty to develop the Continuum of Officer and Enlisted Professional Military Education Strategic Guidance (CESG). This document integrates the Institutional Competency List into a cohesive body of professional knowledge consisting of five core areas: 1) Profession of Arms; 2) Warfare Studies; 3) Leadership Studies; 4) International Security Studies; and 5) Communication Studies. These core areas are mapped to the various AF Institutional Competencies. The faculty uses the Air Force's Instructional System Design (ISD) process outlined in AFMAN 36-2234, *Air Force Instructional System Development*, to align AF requirements with coherent degree, certificate, and diploma programs awarded by the institution.

At the associate-degree level, the curricula meet Air Force Technical Training and force-development requirements. Affiliated technical training and PME schools use the Air Force ISD model to align Service requirements with program learning outcomes. The curriculum is developed by competent faculty who adhere to sound educational theory and practice. Occupational competencies for every enlisted AF career field are specified in Specialty Training Standards or Career Field Education and Training Plans that inform curricula for technical training programs. In addition to the credits earned through technical training and PME courses, individuals must complete 15 hours of General Education credit to earn the AAS degree. Program administrators, with input from specialized faculty of affiliated schools, design and develop programs in response to specific Service needs.

The university's education oversight process delegates some authorities and responsibilities to the academic centers including formal Academic Program Reviews. The corporate structure established in AUI 36-2606, *Air University Academic Corporate Process*, requires centers and schools to conduct periodic Academic Program Reviews. The Associate VPAA serves as an advisory member on program review boards and the Chief of Institutional Effectiveness reviews the results of each program's assessment activities and makes recommendations as appropriate. The Center Commander or School or College Commandant, as appropriate, chairs the Academic Program Review for each of the programs under his or her center's or school's purview; reviews content, program effectiveness, resource constraints, faculty development, educational technology support, instructional methods, facility issues, etc. The board considers changes in the national security environment and other external factors that may require changes to the curriculum or could impact program resources and funding. Finally, the Chair decides

whether or not to approve improvement plans, including substantive changes, proposed by the faculty.

At the University level, the corporate process includes an Academic Board chaired by the VPAA with deans or dean-equivalent members from the Centers and Colleges along with the Vice President of the Faculty Senate as voting members. The AU Commander and President chairs the Academic Council which includes Center Commanders and School Commandants along with the President of the Faculty Senate as voting members. The faculty and staff of the various degree-granting programs, in collaboration with the AU Headquarters staff, design, deliver, monitor, and modify curricula to meet DOD and AF requirements while also keeping the content current with respect to the theories, literature, and techniques of the academic fields. University corporate governance and oversight processes ensure that the programs continue to support the institution's mission and the defense needs of the nation.
[Recommended Action: Close]

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

AU Response:

Findings indicate that rather than increasing shared learning experiences, the Air Force would benefit more from the OPME and EPME capturing best practices from one another for inclusion in their programs; Blue Horizons is one such example. AU has however, as a Beta test, sent 4 CMSgt's through the AWC distance-learning project and beginning next year, a handful (4-5) of hand-picked CMSgt's with the potential to serve for 3 and 4-star officers, will attend in-resident AWC. [Recommended Action: Close]

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

AU Response:

AU/CC has bolstered the AU MAJCOM chair program; while the MAJCOM chairs also serve as faculty members, AU/CC established the chairs' first priority as connecting with their MAJCOM commander and vice commander. Each chair was requested to arrange a face-to-face meeting with their respective commander. Further, AU/CC requested each chair provide to the MAJCOMs, as a minimum, monthly updates on AU activities. In addition to forwarding AU products of potential interest to the MAJCOMs, AU/CC tasked the chairs to offer AU resources to support MAJCOM research. [Recommended Action: Close]

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

AU Response:

Transforming the IT organizational structure, services, and infrastructure to effectively serve AU's mission for education, research, doctrine, and outreach is AU's most critical initiative. Evidence of technology's importance is found in AU's recent accomplishments regarding IT, including; installation of commercial internet service across the Maxwell/Gunter campuses,

procurement of a new Learning Management System to replace Blackboard, procurement of a new Student Information System to consolidate and replace outdated legacy systems, procurement of a new AU Gateway website, and the establishment and hire of a new Chief Information Officer (CIO) to more effectively plan and manage AU IT. All of these initiatives are tracked and provided oversight through AU's transformation planning processes and strategic oversight meetings conducted weekly where AU senior leaders are briefed status of all programs and initiatives. [Recommended Action: Monitor]

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).

AU Response:

Air University is exploring a faculty-management policy that would govern hiring, appointments, renewals, etc., establishing common performance standards and holding supervisors and subordinates accountable for accurate reporting enforcement.

[Recommended Action: Monitor]

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

AU Response:

Total Force Education: The site picture of why and how Total Force (TF) is integrated into AU's education mission. • Motivation: Lack of cultural understanding can propagate TF friction points, detracting from a mission focus; TF education can help blur the lines between components. • Path Forward: Not all curricula incorporate, or need to incorporate TF content, but a staff / student construct comprised of high caliber members from each component can set the foundation for cross component education, knowledge exchange, trust, collaboration, and inculcation of a Total Force perspective. • Precedent: Recurring instruction on civilian personnel management is indicative of its relevance, importance, and the complicated nature of the subject matter. Commanders, supervisors, and managers of TF personnel face similar issues. On demand tools or Continuous Learning Programs for Total Force Personnel Management could provide leaders the knowledge they need to enhance their command and control, leadership, management, or direction of integrated forces. • Status: TF education includes delivery of high-quality education directly to citizen Airmen. The new Air University will continue to build upon this foundation. • Recent progress: Voluntary limited Period of Active Duty (VLPAD) has been approved for 70 billets for AFROTC and for 22 ACSC. Note also big AF is now integrating ARC into enlisted education and training programs. • Next Steps: Proposed revisions to incorporate TFE competencies, to set foundation required to formalize cross-component education/knowledge within the AU PME and EPME curriculum, are awaiting approval. Continuing effort is focused on finding realistic TF faculty & student mix under fiscal constraints. In addition, the concept of an Integrated Wing for better support and more adaptable mission accomplishment is being explored as is an initiative to formally expand opportunities, specifically at the ALS level of EPME that the TF has previously accomplished almost exclusively through DL. [Recommended Action: Monitor]

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

AU Response:

Air Command and Staff College (ACSC) Extended Active Duty (EAD) Initiative is in the coordination phase. If approved, reserve officers will be afforded the opportunity to help as ACSC faculty members. If this initiative is successful, duplicate process initiatives are possible for Air War College (AWC) and Squadron Officer College (SOC) to increase capabilities at AU. [Recommended Action: Monitor]

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.

AU Response:

As part of the AU Transformation underway, the university has created a college of eLearning at the Spaatz Center. This organization will provide blended learning options for the full spectrum of officer force development. Additionally, the AU Teaching and Learning Center will provide support for resident and distance learning students across the AU enterprise. [Recommended Action: Monitor]

Recommendation 11-2014-01: Ensure all AU websites and AU web links are working properly and updated.

AU Response: *Changed:* Took out “prior to SACSCOC Fifth-Year Interim Review visit”. An AU-wide working group led by Dr Tony Gould developed Performance Work Statements for a new AU Web Portal after consultation with all AU stakeholders. Following a \$550K contract award on 29 Sep ‘15, the working group met with the contract lead and further detailed expectations. The contractor indicated an April 2016 Initial Operating Capability (IOC) is supportable. AFRI is working accompanying personnel actions to ensure capability exists to support updated content for the site. [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:

PACE is in the hiring process to fill authorized staff positions. As the Center adds staff, they will begin developing character and ethics products for the entire Air Force. AU will take advantage of these products as they become available. Additionally, AU Centers will work closely with PACE and USAFA to exchange ideas for character and ethics course content. [Recommended Action: Close]

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

AU Response:

AU/CF has hired a Chief of Institutional Analysis to refine existing Institutional Effectiveness and Institutional Research programs. Additionally, AU/CF has procured Compliance Assist, a cloud-based software application that provides support for regional accreditation compliance. The program will also allow customization to include tracking information and metrics for Joint Education compliance and progress on the university's Strategic Plan. Compliance Assist deployment will continue over the next 6 months. Once deployment is complete, AU/CF will leverage the system to produce the Self-Study required for the 2019-2020 SACSCOC full reaffirmation. [Recommended Action: Monitor]

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 fully affiliate: The 49th Operations Group, Holloman AFB, NM, was delayed at the April AU-BOV in order to allow additional time to improve several processes due to a change in senior staff and an increased mission tempo to incorporate the MQ-9. 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. As of 5 Aug 15 all requirements have been completed and verified. The school is compliant. [Recommended Action: Close]

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:

There is a long list of high-level visitors to AU who have been presented the AU mission/vision/program concerns; this includes CSAF, USECAF, MAJCOM Commanders, Headquarters A-staff leadership, CMSAF, and members of Congress. In addition, the AU/CC and other AU leaders have been on the road spreading the message (to include at CORONA, CAF/MAF conference, AETC Senior Leaders Conference, and a host of other opportunities). The AF Board has been invited (through AETC) but has not yet been able to schedule a visit to Maxwell. [Recommended Action: Close]

Recommendation 11-2014-11: Revisit the balancing of ROTC versus OTS accessions.

AU Response:

Air University is addressing the balancing of ROTC and OTS accessions with headquarters Air Force, advocating to return the balance decision authority to the Holm Center Commander, who is best positioned to identify and maximize surge capacity. This authority currently resides with AF/A1P. In June 2015, the Holm Center provided A1P several different courses of action regarding instructor manning and officer production at both OTS and ROTC. An Air Force officer accessions summit is scheduled for January 2016 to focus on this and other key accessions issues. [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.

AU Response: (No Change)

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: Close]

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. AFIT (and AU) has, in general, no influence over, or visibility into, the subsequent assignment of personnel who graduate from AFIT's Graduate School of Engineering and Management or from STEM programs at civilian institutions (except for those students who are in the pipeline to be on the faculty at AFIT or other AU centers, after completing their graduate studies). [Recommended Action: Monitor]

Recommendation 04-2014-03: Consider a more systematic developmental and assignment policy for enlisted AFIT graduates.

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 assignment of these people. 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 CMSAF are aware this initiative was not supported. AFIT awarded its first PhD to an Army NCO. AFIT is prepared to support graduate education for more enlisted personnel, should HQ USAF direct that requirement.

[Recommended Action: Monitor]

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.

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. A comprehensive Executive Summary with in-depth Focus Group Reviews (4) and Lessons Learned (2) were provided during the Apr '15 meeting. The program is no longer in Beta test phase and has been deployed operational; normal effectiveness processes are in place assuring continued program quality. [Recommended Action: Not Adopted; Close]

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: *(No Change)*

Historically, the Air Force's various functional communities, led by HQUSAF 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. Rather, 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 students to AFIT's Graduate School of Engineering and Management (GSEM) those students selected to acquire a graduate degree in a discipline offered by the GSEM. Others are sent to the Naval Postgraduate School 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, comprising representatives of the functional communities being served. AFIT is currently working on a proposal to support Air Force Global Strike Command 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 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: (No Change)

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: (Highly) Monitor]

Recommendation 11-2012-18: Duplication and redundancy continues among the schools and centers in areas such as institutional research, registrar services, technology, etc. There still doesn't seem to be 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. 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 A 3/6 plan is accepted the current way ahead will replace the remaining six registration systems with the purchase of one COTS systems by September 2015. If A 3/6 is granted permission to proceed the new system should be operational by March 2016. [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:

In May 2015, AU/A3/6 procured Commercial Internet Service through a local small business vendor. The service was installed by Aug 2015 in 33 Air University facilities. Multiple wireless service access points and some wired connections allow students, faculty and staff a flexible technology platform for unrestricted educational research and access. The service is expandable / scalable as future AU needs dictate. This effort is 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.

[Recommended Action: Close]

Section VI: Group Photo



Front Row: CMSgt Horn, Dr. Stafford, Mr. Wiley, Honoree Doctorate Mr. David McCullough, Dr. Howard, Lt Gen Kwast
Middle Row: Dr. Dahl, Dr. Bonner, Dr. Glasper, Dr. Lambeth, Gen (ret) McNabb
Back Row: Gen (ret) Lorenz, Dr. Johnson, Col (ret) Beasley, Maj Gen (ret) Sega, Mr. Augustine

Nov '15	<u>BOV - FACULTY SENATE LUNCH</u>		
<u>Faculty Senate Members</u>	<u>Name:</u>	<u>School:</u>	<u>Notes/Comments:</u>
1	Angelle Khachadorian	AF Culture and Language Center	*Faculty Senate President*
2	Patricia Fogarty	AF Culture and Language Center	
3	Janet Beilstein	International Officer School	
4	Mike Hagen	Eaker Center	
5	Fil Arenas	Squadron Officer College	
6	Robert Arrington	Holm Center	
7	Shawn Cochran	School of Advanced Air and Space Studies	
8	James Hamilton	Air War College	
9	Graem Corfield	Air Command and Staff College	
10	Gaylon McAlpine	Air Command and Staff College	e-school DL
<u>BOV Members</u>	<u>Name:</u>	<u>Title</u>	<u>Notes/Comments:</u>
1	Norman "Norm" Augustine	Mr.	Past Board Chair, former CEO Lockheed Martin
2	Robert "Bob" Beasley	Col. (ret)	Principal Research Engineer at GA Tech Research Institute
3	Judith "Judy" Bonner	Dr.	1st. AU Board meeting, President Alabama University
4	Carolyn Dahl	Dr.	1st. AU Board meeting, Staff, University
5	Rufus Glasper	Dr.	Chancellor, Maricopa Community Colleges
6	Murial Howard	Dr.	*Board Chair*, American Assoc. of State Colleges & Universities
7	Ray Johnson	Dr.	1st. AU Board meeting, Former Lockheed
8	Benjamin "Ben" Lambeth	Dr.	Senior Research Associate, RAND Corporation
9	Stephen Lorenz	Gen (ret)	1st. AU Board meeting, former AETC and AU Commander, USAFA Endowment
10	Duncan McNabb	Gen (ret)	Consultant, former Commander US Transportation Command & 33rd VCSAF
11	Ricardo Romo	Dr.	Vice Chair Elect, President, University of Texas at San Antonio
12	Ronald "Ron" Sega	Maj Gen (ret) Dr.	AFIT Subcommittee Chair, former astronaut, Professor, Colorado State University
13	Fletcher "Flash" Wiley	Mr./ JD.	Vice Chair, Attorney - Morgan, Lewis &
14	Arnold, Lisa	DFO	Federal Advisory Committee Designated Federal Officer

**AIR UNIVERSITY
BOARD OF VISITORS**

Dr. Muriel A. Howard
Chairman, Air University Board of Visitors
55 LeMay Plaza South
Maxwell AFB AL 36112-6335

The Honorable Deborah Lee James
Secretary of the Air Force
1670 Air Force Pentagon
Washington DC 20330-1670

Dear Madam Secretary

The Air University Board of Visitors is grateful for your support of Air University and the Air Force's educational mission. Your commitment to action and continuous improvement was apparent when we met you last January, and you have demonstrated that commitment during the past year. We are grateful for all that you have accomplished.

Your efforts to resolve the challenges that limited faculty members' attendance at non-DoD conferences are deeply appreciated. During our November Board meeting, we were pleased to learn that attendance and travel restrictions for faculty development had changed, and that decision authority for such travel has been delegated to levels consonant with the University's needs. The resolution of this issue reinforces the importance of having a Lieutenant General serve as Air University's Commander and President.

The Board was extremely gratified that you took time from your schedule to speak to the Air Force Institute of Technology (AFIT) graduates at that wonderful ceremony in March. It was very meaningful to the graduates and it underscored your support for education in general and for AFIT in particular. The message this sent resonated with the AFIT staff and faculty as well as with Air University's leadership and the Board of Visitors.

We appreciate that you have expanded our upcoming interaction to 60 minutes; we will do our best to ensure that we make productive use of that time when we meet 28 January 2016.

As always, you and the other members of the Air Force senior leadership are welcome to offer suggestions or recommendations to our Board. If there are particular areas you would like us to review and to report on, on your behalf, please do not hesitate to let me know.

Best wishes for a very happy holiday season and I look forward to talking with you when we meet in January.

Very respectfully,



MURIEL A. HOWARD

Air University awards honorary degree to David McCullough.

by By Airman 1st Class Alexa Culbert
42d Air Base Wing Public Affairs

11/16/2015 - **MAXWELL AIR FORCE BASE, Ala.** -- Author and historian, David McCullough was awarded a Doctorate of Humane Letters degree by Air University during a ceremony Nov. 16, 2015 at Maxwell Air Force Base, Alabama.

The honorary degree was bestowed to McCullough for his work as an author of American history. He has also been awarded the National Book Award, the Presidential Medal of Freedom and is a two-time winner of the Pulitzer Prize. This was the first honorary degree presented to McCullough from a military institution.

Before McCullough was presented the degree, Lt. Gen. Steven Kwast, Air University commander, spoke about the work of McCullough and the lessons of humanity that can be learned through history and his writings.

"He is one of the great American storytellers and what he communicates to all of us are those principles of humanity that cut across all generations, civilizations and time. If we look to them and behave in the way he writes... we too can reinvent our American experience so that our American dream is alive in the next 100 years," said Kwast.

McCullough is known for his works in American history, including biographies on John Adams and the Wright Brothers and is optimistic about our country's future. He believes through his work he is helping to serve the country by telling its story to the best of his ability.

"History is essential to knowing what we are and the way we are, history is our story and is rich with enumerable lessons... it's a lesson in life and to not understand it or to not take any interest in it is to deny yourself of one of the greatest aspects of learning," said McCullough.

McCullough described the event as one of the high points in his life and never thought he would receive such a tribute and honor in his life.

The ceremony was followed by a Luncheon at the Renaissance Hotel and Spa at the Convention Center, Montgomery, Alabama, that welcomed community leaders to honor McCullough on his achievement. During the luncheon Mayor Todd Strange presented him the key to the city.



Dr. Matthew Stafford, Air University Academic Affairs president, left, and Dr. Muriel Howard, Air University Board of Visitors president place the Air University academic hood on David McCullough as he receives the Doctorate of Humane Letters degree from Air University during a ceremony Nov. 16, 2015, At Maxwell Air Force Base, Alabama. McCullough was bestowed the honorary degree for his work as an author, historian and narrator. McCullough has received 52 other honorary degrees in the past, but this is his first degree awarded to him by a military university. (U.S. Air Force photo by Melanie Rodgers Cox)