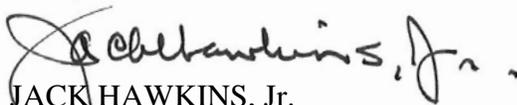


Air University (AU)  
Board of Visitors (BOV)  
Meeting Minutes

15 – 16 November 2010 / 0800 – 1700  
Open Meeting  
Air University Commander’s Conference Room (B800)  
Maxwell Air Force Base, Alabama 36112

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



JACK HAWKINS, Jr.  
Chair, AU Board of Visitors  
24 January 2011

- Section I: Board Attendance
- Section II: Board Activities and Discussions
- Section III: Board Actions
- Section IV: Board Requests, Observations, and Recommendations
- Section V: Status on Previous Meeting Requests, Observations, and Recommendations
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## Section I: Board Attendance

### A. Board Members attending the meeting:

1. Dr. Susan Aldridge
  2. Dr. Terry Alfriend
  3. Mr. Norman Augustine
  4. Rev William Beauchamp
  5. Mrs. Mary Boies
  6. Adm Vern Clark, USN, Ret
  7. Dr. Don Daniel
  8. Mr. Henry Fong
  9. Dr. Stephen Fritz
  10. Gen Patrick Gamble, USAF, Ret
  11. Dr. Mildred Garcia
  12. Dr. Rufus Glasper
  13. Dr. Tito Guerrero
  14. Dr. Jack Hawkins
  15. Dr. Muriel Howard
  16. Dr. Benjamin Lambeth
  17. Dr. Joe Lee
  18. CMSgt Karl Meyers, USAF, Ret
  19. Dr. Ann Millner
  20. CMSAF Gerald Murray, USAF, Ret
  21. Vice Adm Daniel Oliver, USN, Ret
  22. Maj Gen Richard Paul, USAF, Ret
  23. Brig Gen Clifton Poole, USA, Ret
  24. \*Maj Gen Ron Segal, USAF, Ret
  25. Dr. Eugene Spafford
- \*attended via teleconference Monday afternoon*

### B. Members of the AU BOV absent:

1. Gen Charles Boyd, USAF, Ret
2. Maj Gen Kenneth Clark, ANG, Ret
3. Maj Gen Stephen Condon, USAF, Ret
4. Ambassador Gary Cooper, Maj Gen, USMC, Ret

### C. Air University and other personnel attending the meeting:

1. Lt Gen Allen Peck, AU/CC
2. Maj Gen David Fadok, AU/CV
3. Dr. Bruce Murphy, AU/CF
4. Dr. John Shaud, AFRI
5. Brig Gen Walter Givhan, AFIT/CC
6. Col James Galloway, Eaker Center/CC
7. Col Steven Griswold, Spaatz Center
8. Col Benjamin Hulsey, AU/DS
9. Col Charles Johnson, Barnes Center/CC
10. Col Brian Killough, 42 ABW/CC
11. Col Timothy Schultz, SAASS/CC
12. Col Roger Watkins, Holm Center/CC
13. Col Anthony Douglas, AU/FM
14. Lt Col Timothy Albrecht, CCAF/CC
15. CMSgt Brye McMillon, AU/CCC
16. Mr. Gary Alexander, AU/A5/8
17. LT Stephanie Brown, NPS
18. Mrs. Diana Bunch, AU/CFA
19. Dr. Hank Dasinger, Barnes Center
20. Dr. Shawn O'Mailia, Holm Center
21. Dr. Dorothy Reed, AU/CFA
22. Mr. Lloyd Wilson, AU/CFR
23. Maj Gen (Ret) Stephen Miller, Public Member

### D. Working Group Attendees – See to Section VI, Working Group Meeting Summaries

## **Section II: Board Activities and Discussions**

A. The Air University (AU) Board of Visitors (BOV) meeting convened at 0800 on 15 November 2010 in the Air University Commander's Conference Room at Maxwell Air Force Base, Alabama. Dr. Jack Hawkins chaired the meeting and welcomed the Board members. Dr. Hawkins informed the Board members that this formal meeting was open to the public and was advertised in the Federal Register on 14 October 2010 (Vol.75, No. 198). In addition, Dr. Dorothy Reed and Mrs. Diana Bunch, Designated Federal Officers for the Board, were present during the meeting and a quorum was met.

B. Dr. Hawkins thanked Lt Gen Allen Peck for the Board's invitation to participate in the Honorary Degree ceremony honoring the NASA Administrator, Charles Bolden.

C. After an overview of the meeting agenda, Dr. Hawkins informed the Board that the previous meeting minutes were approved on 11 May 2010 and that the Board had received Air University's responses to the recommendations contained in those minutes. Dr. Hawkins also informed the Board of the annual outbrief conducted in August 2010 with the Secretary of the Air Force (SECAF). Lt Gen Peck commented that the officers of the Board did an outstanding job representing the Board during this meeting and that the SECAF was supportive of BOV recommendations.

D. Prior to Lt Gen Peck's presentation to the Board, Dr. Hawkins welcomed any comments from the public. There being none, Dr. Hawkins invited Lt Gen Peck to address the Board.

E. Lt Gen Peck discussed the following topics with the Board:

(1) Force Structure: From 2005-2009, the Air Force drew down its authorized end strength from 359.7K to 331.7K. The goal was to reduce the number of active duty Airmen to match the reduced number of manpower billets authorized. From FY 2006 through FY 2008, the Air Force conducted Force Shaping; the goal of this program was to reduce the number of active duty Airmen serving and use military personnel cost savings to re-capitalize and modernize weapons systems. The ongoing Force Management Program seeks to balance active duty Airmen within our authorized end-strength ceiling. With retention at a 15-year high, the AF has career fields that are overmanned while, at the same time, it is insufficiently manned critical and stressed, in growing career fields. As a result, the AF is seeking to size and shape the force based on mission requirements consistent with our authorized end-strength ceiling.

(2) Budget Outlook: Lt Gen Peck discussed the current and projected budget, funding challenges, and the 2012 Program Objective Memorandum. The overall "bottomline" was that reductions must occur.

(3) Don't Ask Don't Tell: In January 2010, the President requested Congress to repeal the "Don't Ask, Don't Tell." The Secretary of Defense established a DoD Comprehensive Review Working Group to provide a report by 1 December 2010. The Air Force's involvement included confidential surveys, an email inbox for comments, and online forums for service and family members to exchange information.

(4) AETC Commander: AETC welcomes a new commander, Gen Edward A. Rice, Jr. Gen Rice was the Commander of US Forces Japan & Fifth Air Force and was a former Commander of the Air Force Recruiting Service.

(5) Officer/Enlisted/Civilian Education: Lt Gen Peck discussed the various changes in the educational programs which included the new Cyber 200/300 Curricula; Grand Strategy and Cross Domain Operator initiatives; noncommissioned officer academy expansion; and Civilian Acculturation and Leadership Training.

(6) Events Update: Lt Gen Peck highlighted recent events that have taken place at Air University such as the Maxwell Air Show, the 2010 Dining Out, and the 2010 Gathering of Eagles; and he discussed a couple of upcoming events for 2011 such as the AETC Symposium, the AU Command Board of Advisors meeting, and the National Security Forum.

F. Air Force Institute of Technology (AFIT) Overview: Dr. Terry Alfriend, an AFIT Subcommittee member, provided a summary of AFIT's recent reaffirmation visit. The Higher Learning Commission of North Central visit was a success and recommended AFIT's accreditation for the next 10 years. However, the team did request a follow up on AFIT's assessment model, long range strategic plan, and the status of hiring a senior civilian at the institute level.

G. Prior to the working group outbriefs, Dr. Tito Guerrero reviewed the 2011 membership submission and Mrs. Diana Bunch discussed the recent changes concerning the Federal Advisory Committee program.

H. During the November 2009 BOV meeting, the Board approved a motion to create working groups on a "trial" basis to review the functional and organizational areas of the university. Monday afternoon, 15 November 2010, the Board participated in four working groups focused on the following functional areas: academic affairs, technology, research, and institutional advancement. Each of the working groups provided their report to the full Board on Tuesday morning, 16 November 2010 (meeting summaries located in Section VI). In addition, each working group requested to continue meeting as official subcommittees.

I. The Board's requests, observations, and recommendations were presented to Lt Gen Peck on Tuesday, 16 November 2010, and are included in Sections IV and V of these minutes.

J. Dr. Hawkins asked for concluding remarks. There being none, the meeting was adjourned at 11:30 a.m. on Tuesday, 16 November 2010.

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

A. April 2010 BOV Meeting Minutes. The Board approved the April 2010 Meeting Minutes on Tuesday, 11 May 2010.

B. Future Meeting Dates. The Board approved the next meeting date of 18-19 April 2011 to be held at the Air Force Institute of Technology (AFIT), Wright-Patterson AFB (Dayton, Ohio).

C. Board Structure Ad Hoc Committee. The Board reviewed the working groups concept and approved each working group's request to establish official subcommittees.

D. Board Recommendations. The Board provided several new recommendations which are reflected in Section IV of these minutes. The Board also requested a third category of status in addition to the present "open" and "closed" categories. This category would be "monitor." The latter category would encompass actions where all reasonable initial steps have been taken but some time would need to pass before status can truly be assessed.

E. Assessment with AU Commander. The Board officers met with the AU Commander to conduct their assessment (as required by the Southern Association of Colleges and Schools and BOV Bylaws, Article IV, para 8).

## Section IV: Board Requests, Observations, and Recommendations

(Numbering Key: MM/YYYY/##)

### A. Future Agenda Requests:

**Request 11-2010-06:** The April 2011 agenda include a briefing that outlines the Strategic Plan for AU and AFIT (e.g. how AU and AFIT work together academically).

**Request 11-2010-07:** The November 2010 meeting included an Executive Summary for faculty data; however, the Academic Affairs Working Group requested this data be briefed during the April 2011 meeting.

### B. Observations:

**Observation 11-2010-04:** The Future Learning and Technology Working Group would like to commend Col Tony Zucco and his focused leadership team for their significant progress working on the organizational plan. There is clear progress in cultural change in collaboration, working groups, the studios, “breaking silos,” etc. Additionally, the working group noted the resourceful and positive approach displayed by Col Zucco’s team by using year-end money, repurposing computers, and using student projects, etc. There exists a strong purpose to the mission in A4/6.

**Observation 11-2010-05:** The Future Learning and Technology Working Group also stated that AU needed to accomplish “need evaluations and assessment” for experiments and studies from their beginning. This is especially true to determine what works best in a "resource constrained environment."

**Observation 11-2010-06:** Use of "OutStart" presents some interesting opportunities but may also present a next generation lock-in. We suggest exploration "safety valves" such as source code escrow and dual implementations.

**Observation 11-2010-07:** The BOV commented that in times of fiscal tightening, training and education can become the first casualties. The Board fully supports training and education as priorities in the Air Force.

**Observation 11-2010-08:** The Board addressed the mission of the Air University to influence and inform by suggesting the following: 1) Create the logo by policy to make “The Air University” primary and all other AU organizations subordinate when appearing in print; 2) Create stronger loyalty of AU graduates; 3) Engage more aggressively in outreach by pushing more communication under the AU name in such venues as the web’s “TED-ideas worth spreading”; and or 4) Participate more broadly in scholarly lectures and symposia under the Air University banner.

### C. Recommendations:

**Recommendation 11-2010-16:** Change the title of the AU Chief Academic Officer to Vice President for Academic Affairs. This change would be consistent with other institutions of higher education while permitting the option for Center commanders of degree-granting schools to establish a chief academic officer position. Recommend AU not establish any other position as Vice President for Academic Affairs (with exception of AFIT).

**Recommendation 11-2010-17:** Establish an Academic Council (minus AFIT) chaired by the Vice President for Academic Affairs and composed of chief academic officers/educational advisors from each center and a senior faculty member appointed by the Vice President for Academic Affairs. A charter should be created defining the role of the council and the council should review and provide recommendations concerning new programs and or substantive program changes to the responsible center commander for approval. The center commanders will then forward any new program or substantive program change requiring submission/notification to the AU Commander for approval. The AU Commander will obtain AU Board of Visitors approval prior to submission to the accrediting agency.

**Recommendation 11-2010-18:** Decisions/authority for course level curriculum and non-credit courses be at the program/center level. However, new program or substantive program changes requiring submission/notification to the accrediting agency be reviewed by the AU Academic Council for recommendations to the responsible center commander for approval. The center commanders will then forward any new program or substantive program change requiring submission/notification to the AU Commander for approval. The AU Commander will obtain AU Board of Visitors approval prior to submission to the accrediting agency.

**Recommendation 11-2010-19:** AU Commander, with advice from the Vice President for Academic Affairs establish policies and procedures for hiring, promotion, reappointment, termination, and appointment of academic rank for the Administratively Determined (AD) civilian faculty. The Vice President for Academic Affairs provide a timely review of final recommendations (provided by center commanders) for compliance with policies and procedures and make recommendations to the AU Commander (approval authority).

**Recommendation 11-2010-20:** AU Commander provide a reoccurring “dashBoard-type” report to the Board in between and prior to meetings. AU should develop initial suggestions for the report data (such as the existing balanced scorecard data).

**Recommendation 11-2010-21:** The Board recommended four nominees for Lt Gen Peck’s consideration for 2011 honorary degree presentation.

**Recommendation 11-2010-22:** The Board recommended “affiliation” status for the 85<sup>th</sup> Engineering Installation Squadron at Keesler AFB, MS.

**Recommendation 11-2010-23:** The Board recommended “affiliation” status for the 558<sup>th</sup> Flying Training Squadron at Randolph AFB, TX.

**Recommendation 11-2010-24:** The Board recommended “affiliation” status for the Air Force Special Operations Training Center at Hurlburt Field, FL.

**Recommendation 11-2010-25:** The Board recommended approval of the Substantive Change Type 2 (relocating a campus) for the 882<sup>nd</sup> Training Group from Sheppard AFB to Fort Sam Houston, TX. However, the Board remains concerned for the continuance of college credit for the Air Force enlisted members and therefore requests notification in the event the 882<sup>nd</sup> Training Group leadership is no longer the administrative authority for the 68 medical courses and for the 205 faculty members.

**Recommendation 11-2010-26:** AF leadership support latitude to experiment with (and operate) emerging and mainstream educational technology that will not necessarily match current AF technology (and policy). This is required to keep the educational leaders of the AF at the cutting edge of education technology and thus keeping the AF in the lead.

**Recommendation 11-2010-27:** With the Contract-to-Civilian Program and Col Zucco's upcoming retirement, there is a concern over loss of core competency. To minimize this, the Board recommends AU leadership provide an overlap for Col Zucco's position prior to his retirement.

**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.

**Recommendation 11-2010-29:** Need to prioritize the finalization of the fix to the CDSAR repairs/upgrade. The system is working again, but our understanding is that the full scope of a replacement and fix including full off-site hot spares has not been funded or installed.

**Recommendation 11-2010-30:** Develop a plan to design, fund, install, test, and operate the technology to handle expanded enrollment and distance education for the full enterprise.

**Recommendation 11-2010-31:** Develop a database and associated www site to highlight all the various educational developments, publications, and artifacts similar to the research products.

**Recommendation 11-2010-32:** Recommend the AU Commander take all reasonable and practicable measures at his disposal to get the Secretary of the Air Force to weigh in and, to the extent possible, insist on directed action that would have the effect of erecting a protective firewall around AU's most valued and credentialed faculty members to ensure against Selective Early Retirement Board actions.

**Recommendation 11-2010-33:** Recommend the quality of the physical training center at Gunter Annex be raised up to acceptable standards.

**Recommendation 11-2010-34:** Recommend Air University establish a Leadership/Ethics Chair along with plans to create a Leadership/Ethics Center in order to bring attention to the Air University.

## **Section V: Status on Previous Meeting Requests, Observations, and Recommendations**

*(Numbering Key: MM/YYYY/##)*

### **A. AU Commander:**

**Recommendation 04-2010-01:** Since AFIT is uniquely (within AU) accredited by North Central Association of Colleges and Schools, the Board recommended special consideration should be given to their requirements when applying polices general to AU, particularly to governance and academic administration.

**AU Response:** Air University (AU) is finalizing a review on matters relating to faculty issues to include selection, promotion, and retention; curriculum policy; and student dismissal policy. Results of this review will be discussed during the November BOV meeting. [Recommended Action: OPEN]

**Request 04-2010-01:** The AU Commander allow the Academic Affairs Working Group to meet again for further discussion concerning the academic oversight functions (e.g., curriculum reviews, faculty hiring). After which, the Board will provide recommendations (if any) to the AU Commander. In addition, the working group will review the progress of Medical Education Training Campus (METC) towards their affiliation application.

**AU Response:** Concur. The Academic Working Group met on 8 July 2010 and reviewed the current policies for faculty hiring and curriculum oversight of the university as well as the previous AU Board of Visitors meeting minutes related to these issues. In addition, the working group had the opportunity to discuss curriculum oversight and faculty hiring with several members of the university. Recommendations were presented to the full Board and are included in these meeting minutes. Please refer to Recommendation #04-2010-09 for more information concerning the Medical Education Training Campus affiliation. [Recommended Action: CLOSED]

**Recommendation 04-2010-02:** The Board recommended AU continue to develop and resource a robust distance learning program (e.g. the online masters degree platform) to support AU educational programs for enlisted and officer training to include active duty, guard, and reserve personnel. AU should also seek “system-wide” efficiencies in distance learning, and in other systems with particular emphasis on enlisted courses.

**AU Response:** Concur. AU continues to advocate for the sustainment of our leading edge, distance learning program, and the Air Command and Staff College On-Line Masters Program (OLMP). With sustained viability in mind, AU has energized efforts to leverage OLMP best practices to potentially raise other officer and enlisted PME programs to the same level and quality of service and capabilities to further expected AF and Joint competencies and learning outcomes. In a short to medium term "system-wide" efficiency, work has begun to convert the legacy Course Development and Student Administration and Registration (CDSAR) system supporting enlisted education (e.g., career development courses) to a non-proprietary operating environment. Furthermore, legacy DL courses (e.g., Squadron Officer College distance learning) are being moved to the AU enterprise via a portal framework, integrated with a Learning

Management System, (e.g. AU BlackBoard platform) that is currently hosting the On-Line Masters Program and a Learning Content Management System (e.g. OutStart).

Also, AU is prototyping the use of 3rd space learning technologies to strengthen connectivity and use of shared learning resources across distance and resident educational programs. 3rd space learning technologies, leveraging mobile devices to support shared access and use of learning resources, helps extend best practices in instruction and learning across all our educational programs. For the long term, AU continues to develop an enterprise system architecture to provide a roadmap to posture AU to employ future systems more effectively and efficiently as newer learning technology becomes available. [Recommended Action: MONITOR]

**Recommendation 04-2010-03:** The Board recommended two nominees for an honorary degree in 2010. The Board suggested one ceremony be conducted in Washington, D.C., if appropriate; otherwise, the ceremony should be conducted in November during the AU BOV meeting.

**AU Response:** Concur. AU conferred the Doctor of Science, *honoris causa*, to the Honorable Charles F. Bolden in November 2010 and also to Mr. Robert A. Hoover at the Test Pilot School graduation in December 2010. [Recommended Action: CLOSED]

**Recommendation 04-2009-01:** The Board recommends Air University Commander's position be titled "Commander and President" of Air University.

**AU Response:** Concur. Gen Norton Schwartz, Air Force (AF) Chief of Staff, as well as Air Education and Training Command (AETC), and the AF Legal Office have indicated approval to change the title of the AU Commander from "Commander" to "Commander and President." The AF Personnel Office has agreed to forward this information to AF General Officers Group to let them know this should be done upon Lt Gen Peck's departure, i.e., the next AU Change of Command, but not before. Locally, the personnel office will change the title on the position description after the confirmation to "Commander and President." [Recommended Action: OPEN]

#### **B. AU Chief Academic Officer:**

**Recommendation 04-2010-04:** The Board provided their highest level of support for a broader definition of Administratively Determined (AD) faculty and recommended Air University use the language in the DOD Instruction for describing AD faculty.

**AU Response:** Concur. [Recommended Action: CLOSED]

**Recommendation 04-2010-05:** The Board recommended AU continue work toward the Ph.D. approval by submitting the National Advisory Committee on Institutional Quality and Integrity (NACIQI) questionnaire to gain Department of Education approval.

**AU Response:** Concur. AU formally advised the US Department of Education that AU requests review and approval of the NACIQI and awaits their response regarding a visit and how and to whom we submit the required questionnaire. [Recommended Action: CLOSED]

**Request 04-2010-02:** The AU History Office prepare a list of worthy AU Alumni who could possibly be considered for future award of the honorary degree.

**AU Response:** Concur. Prior to each nomination process, the AU History Office will review potential AU Alumni for consideration of the honorary degree. [Recommended Action: CLOSED]

**Recommendation 11-2009-02:** The Board recommends AU provide an update on the review of effectiveness of instruction of online versus in-residence education and training.

**AU Response:** Concur. Data were collected for instructional delivery methods employed by the Air Command and Staff College: (1) the resident program, (2) the online master's degree program, and (3) the non-master's correspondence program. These programs provide a fairly representative spectrum of the ways Air University delivers its courses. The resident program is a faculty-facilitated seminar-based program attended by students assigned to Maxwell AFB. The online master's degree program is a distance-learning course that uses the BlackBoard learning management system and active faculty facilitation to parallel the objectives of the resident program by awarding both Joint and Air Force developmental education credit and an accredited master's degree. The non-master's correspondence program is a book-based, self-paced distance-learning course intended to help students meet core Air Force and Joint objectives at low cost and maximum flexibility; and is typical of the distance-learning method used by other Air University schools. A detailed presentation that included data from a variety of sources (e.g. grades, graduation and attrition rates, and survey feedback) was provided to the Board during the November meeting and data slides are available in the meeting materials. [Recommended Action: CLOSED]

#### C. AFRI Center:

**Request 04-2010-03:** A copy of the AU Research Board meeting minutes be provided to the members of the Research Working Group.

**AU Response:** Concur. The results of AU Research Board will be discussed with the members of the Research Working Group during the November meeting. [Recommended Action: CLOSED]

D. LeMay Center: No "OPEN" items.

#### E. Spaatz Center:

**Request 04-2010-04:** Provide the AU BOV a copy of the Air Force level (J-7) response to the ACSC faculty/student ratio concern.

**AU Response:** Concur. The ACSC Joint Professional Military Education Annual Report, dated 13 May 2010 was provided for the Board's review. [Recommended Action: CLOSED]

**Recommendation 04-2010-06:** Since the Quality Enhancement Plan (QEP) is one of the 12 Core Requirements of regional accreditation, the Board recommended AU maintain efforts

toward accomplishment of the QEP and provide updates to the Board including how each academic unit is implementing the QEP.

**AU Response:** Concur. The Cultural and Language Center (CLC) provided an extensive summary of the QEP progress to the university-wide Educational Program Review Board in July and to the Board during the November meeting. All key educational and support efforts for the QEP are in place and on track. We will continue to provide summary updates during each Board meeting. [Recommended Action: MONITOR]

**Recommendation 04-2010-07:** The Board recommended AU reinstate the online master's degree program (OLMP) and ensure the AF Chief of Staff and Secretary of the Air Force do all that's possible to maintain the OLMP program.

**AU Response:** Concur. The Air Force fully supports the online master's degree program and has submitted the funding documents to the Office of the Secretary of Defense. At this time, it appears the OLMP program will be restored. [Recommended Action: MONITOR]

**Recommendation 04-2010-08:** The Board recommended AU preserve the Air and Space Basic Course and consider including non-line officers as mandatory participants.

**AU Response:** Concur. The Air Force leadership has approved the continuation of the Air and Space Basic Course and required funding will be supported from within the Air Education and Training Command. Additionally, the Air Force Personnel Center regularly allocates class seats for non-line officers. [Recommended Action: CLOSED]

#### **F. Barnes Center:**

**Recommendation 04-2010-09:** The Board recommended select members of the Academic Affairs Working Group meet with the Medical Education Training Campus (METC) leadership to review the progress in meeting academic requirements for affiliations with the Community College of the Air Force prior to METC's application for affiliation during the November Board meeting.

**AU Response:** Concur. After a site visit to METC in August 2010, CCAF decided to delay requesting METC candidacy status until the November 2011 AU BOV meeting. The site visit identified deficiencies with METC policies, course documents and the curriculum approval process. After further AU and Board discussions during the November 2010 Board meeting, the Board would like to review the candidacy status with the METC leadership. [Recommended Action: OPEN]

**G. Holm Center:** No "OPEN" items.

#### **H. AFIT:**

**Recommendation 04-2010-10:** The Board recommended that the AFIT Commandant fill the full-time civilian "Chief Academic Officer" position.

**AU Response:** Concur. AFIT would install an Executive Director (or equal title) into the existing leadership team of the Commandant and the Vice Commandant in lieu of a Director of

Academic Affairs (e.g. Chief Academic Officer). The Executive Director would have academic experience and provide the desired continuity, service and strategic guidance to the graduate school and the continuing education schools. The position will focus on external academic responsibility and the numerous accreditation bodies and governance requirements. AFIT has been meeting with all parties to refine the roles and responsibilities of the Executive Director position and will present a position description for approval to AU and the BOV. In the meantime, the majority of roles and responsibilities of the unfilled position have been assigned to the Dean of the Graduate School while others are no longer applicable due to changes in the organizational structure over the last decade. The AFIT Commandant has identified and formally appointed all additional roles and responsibilities to the Dean of the Graduate School until such time that an Executive Director can be hired. [Recommended Action: OPEN]

**Recommendation 04-2010-11:** The Board recommended that the AU Commander, and if necessary, the AETC Commander, support the AFIT Commandant in working with the Air Force personnel system to ensure that the military faculty billets in AFIT be filled at the authorized levels.

**AU Response:** A recent change (Interim change 3) to AFI 10-401, *AIR FORCE OPERATIONS PLANNING AND EXECUTION*, modified the Deployment Availability Code (DAV) 64 for operational deferment. This code may be used (with general officer approval) in accordance with AETC Vice Commander guidance to identify personnel not available for deployment. Because of the long term adverse effect deployments have on AFIT's research programs, AFIT is reviewing faculty positions and may request the DAV Code 64 (non-deployable) be assigned to individual military faculty or positions on a case-by-case basis. [Recommended Action: OPEN]

**Observation 04-2010-01:** The Board suggested that the AFIT Commandant and the NPS President review the Memorandum of Agreement and the NPS/AFIT Memorandum of Understanding (MOU) and make recommendations for modification, if necessary, by the March 2011 BOV AFIT Subcommittee meeting.

**AU Response:** Concur. Brig Gen Givhan (AFIT/CC) visited NPS on 4 May 10 and CAPT Duening, USN (AFIT/CV), visited NPS on 26 Apr 10 and specifically discussed the AFIT/NPS MOU. Consensus was no major modifications required. An update will be provided during the next AFIT BOV subcommittee. [Recommended Action: OPEN]

**Recommendation 04-2010-12:** The Board recommended the AETC leadership re-evaluate the AFIT Facility Plan in order to expedite providing adequate laboratory facilities in support of AFIT's important resident education and research programs.

**AU Response:** Concur. There's been a MILCON request for an additional laboratory building scheduled for insertion into the FY14 budget. Since the AFIT BOV Subcommittee's visit in early March 2010, congressional support for expediting the MILCON project was gained. The new laboratory building will replace and consolidate functions from three inadequate facilities (Bldgs 168, 194, and 470). Ohio Senators Brown and Voinovich received word of AFIT's need and have publicly stated that they would introduce the MILCON project into the 2011 budget. In addition, Congressmen Turner and Austria staff members toured the facilities on 30 Apr 10 and 04 Jun 10, respectively. All agreed that the MILCON for the new laboratory, Bldg 647, should proceed as soon as possible. The Congressmen offered their support of Senator Brown's and

Senator Voinovich's efforts to insert the project into the 2011 budget. However, at this time, this budget insertion request into FY11 does not look favorable. [Recommended Action: OPEN]

**Request 04-2010-05:** The Board requested AFIT (working with AFRI and AFRL) develop a set of metrics that conveys the robustness of the AFIT-AFRI and AFIT-AFRL relationships, respectively, and present these metrics at future AFIT Subcommittee meetings as a regular part of the agenda.

**AU Response:** Concur. AFIT continues to develop, maintain, and monitor partnerships with the AFRL and AFRI. AFIT/CC submitted the most recent AFIT-AFRL summit minutes to the AFIT Subcommittee. Currently AFIT reports the number of theses sponsored by AFRL annually, as well as the funding received. AFIT recommends that this data along with the material in the annual summit report form the basis of AFIT-AFRL relationship metrics.

The partnership with AFRI is not established at this point. Brig Gen Givhan visited AFRI on 19 May 10 to discuss areas of collaboration. AFRI visited AFIT between 13 and 15 Jul 2010. AFIT and AFRI have prepared a joint trip report outlining detailed discussions and ways ahead and will submit them to the AFIT BOV Subcommittee. One particular noteworthy result is that AFRI has agreed to a technology-focused (i.e., AFIT focused) issue of Air and Space Power Journal. This will allow AFIT to leverage the AU Press and the ASPJ readership. The intent of the issue will be to publish various technologies being researched at AFIT and their possible strategic and operational implications.

Since the last Subcommittee meeting, AFIT has created and maintained a spreadsheet to document interaction between both AFRL and AFRI. [Recommended Action: OPEN]

**Recommendation 04-2010-13:** The Board recommended AFIT explore the synergies available with existing laboratories such as those in AFRL when considering the expansion of laboratory capacity to meet AFIT needs.

**AU Response:** Concur. AFRL/AFIT relationships are reviewed annually through a formal summit with attendees from all AFRL directorates, AFIT department heads, and center directors. At the most recent summit on 1 Jun 10, AFIT/CC specifically addressed this issue. Currently, many faculty members have built and continue strong relationships with AFRL personnel. [Recommended Action: OPEN]

**Observation 04-2010-02:** The AFIT Subcommittee was very impressed with the concept of operations for the Center for Operational Analysis (COA), and the high degree of integration and interdependency between ENS and the COA. In particular, the COA's demonstrated results in terms of outreach to major customers, customer requests for support, tremendous growth in customer funding over the past two years to support tool development and analysis, and generation of relevant, value-added research projects for ENS are strong indicators regarding the soundness of the COA concept of operations and the manner in which ENS and the COA collaborate. This organizational model and its implementation would appear to constitute a best practice, and is a testimony to the vision and tenacity of these two organizations' respective leaders. The Board sees a potential opportunity to expand the application of tools and techniques in various operational environments throughout the Department of Defense.

**AU Response:** Concur. AFIT Operational Sciences (ENS) and Center for Operational Analysis (COA) continue to look for opportunities to engage the AF and DoD to expand the integration of operation topics into the ENS curriculum. Recently, OSD and AF/TE have asked AFIT ENS/COA to help support DoD education in the areas of Experimental Design and JFCC/ISR has provided funding to support decision analysis efforts led by Dr. Jeff Weir. [Recommended Action: OPEN]

**Recommendation 04-2010-14:** The Board recommended that the Center for System Engineering (CSE), while maintaining its advocacy role, increase emphasis on collaboration, consultation, and education.

**AU Response:** Concur. The following are examples of the increased emphasis for collaboration, consultation, and education. [Recommended Action: OPEN]

- **Consultation:** Since October 2009, the CSE has deliberately shifted manpower and financial resources towards consulting with program offices and higher headquarters, e.g., KC-X, B-2, SAF/AQR, and OSD/DDR&E. Approximately 65% of the CSE Applications and Development Division manpower is now focused on consultations—more than double the FY09 level. By increasing our focus on program office and HHQ consultation, CSE is increasing awareness among the SE workforce of the CSE's existence and capabilities, thereby engendering further consultation opportunities. For example, we recently brokered an agreement with SAF/AQR to use CSE personnel routinely when conducting Program Support Reviews or when supporting OSD-led PSRs.

- **Collaboration:** The CSE significantly ramped up its efforts to increase SE collaboration across the AF, with other services, industry, and academia. CSE's most notable efforts include working with the Graduate School to define a Collaborative Early Systems Engineering capability to assist organizations conduct disciplined requirements definition, risk analyses, and trade studies up-front in a weapon system's acquisition life cycle. CSE co-chairs an OSD-sponsored joint-service Reliability Working Group to improve weapon system reliability across the Board. In the Collaborative Early Systems Engineering work for the Development Planning community, CSE is positioned as the central Air Force repository for SE tools, e.g., AF Systems Engineering Assessment Model, (AF SEAM); Requirements Traceability Tool (RTT); and Risk Identification: Integration and Ilities (RI3) and best practices. The CSE continues to foster its relationship with the highest levels of the Air Force and will host the 1<sup>st</sup> Annual Systems Engineering Conference with SAF/AQ.

- **Education:** The CSE continues to co-chair with SAF/AQR the Systems Engineering Professional Continuing Education (SE PCE) Oversight Board. This Board examines the spectrum of SE-related PCE (AFIT, DAU, and Product Centers) to assess effectiveness and efficiency of the global curricula for gaps, redundancies, inaccurate or incomplete materials. CSE leadership is currently in discussions with SAF/AQR to make the SE PCE Oversight Board a subordinate function to the Scientist and Engineer Advisory Council (SEAC) chaired by SAF/AQR, which, in turn, is subordinate to the Science, Technology, Engineering, and Mathematics Advisory Council (STEMAC) chaired by SAF/AQ. The CSE also co-teaches the AFIT/LS Applied Systems Engineering short course and assists in the development/revision of other LS courses, and influences the AFIT/EN SE curriculum through the AFIT Practitioner Advisory Board.

**Observation 04-2010-03:** The Board noted that the Center for Operational Analysis (COA) may provide a good model for the Center for Systems Engineering (CSE) for interaction within and outside of AFIT.

**AU Response:** Concur. The two departments met to discuss the AFIT ENS and COA relationship and strategy for interaction with operational sponsors. Additionally, AFIT ENS and COA continue to work across AFIT with the other centers, department leadership, and individual faculty members to support a move to this type of business model. [Recommended Action: OPEN]

**Recommendation 04-2010-15:** The Board recommended AFIT expand its emphasis in energy-related curricula to support greater efficiency in operations, to enable a future generation of electric combat systems, and to provide greater security in our energy infrastructure.

**AU Response:** Concur. Concerning energy-related and directed energy issues, further progress in advancing nuclear weapons and laser technology is very dependent on advances in energy efficiencies gained. This is somewhat related to an interest presented by Maj Gen (ret) Don Lamberson, as a member of the BOV two years ago, which stimulated discussions between the Center for Cyberspace Research and the Center for Directed Energy within the Graduate School. These types of discussions and collaborations are ongoing.

With regards to security of our energy infrastructure, faculty members are actively conducting research into the "intersection" of the generation and distribution of electric energy and the cyber domain. Much of the power grid and utility control systems use decades-old control standard, supervisory control, and data acquisition (SCADA) that is inherently insecure. Research activities are actively developing means and methods to introduce security mechanisms into SCADA systems and are also participating in national and international technical committees to formally address the shortcomings. [Recommended Action: OPEN]

**Recommendation 04-2009-07:** The April 2007 AFIT Subcommittee report recommended that the AFIT Commandant establish an overarching outreach/communications plan with senior leaders at HQ USAF and the MAJCOMs, and the March 2008 Subcommittee report observed that the plan had indeed been established and partially implemented with good results. This year, the Subcommittee was briefed on the AFIT Commandant's expectation that she and her senior leadership team members each visit a general officer/flag officer at Air Staff, at a MAJCOM, and at a COCOM during the academic year. The Subcommittee was delighted to see that this plan has been fully implemented, with over 40 general officers/flag officers/SESs visited between October 08 and the present, and applauded the AFIT leadership team for this stellar accomplishment. As AFIT institutionalizes this initiative, the Subcommittee recommends that AFIT develop a list of "key stakeholders" among the GO/FO/SES population who are key customers, policy makers, or budget providers as candidates for the next iteration of outreach visits. Such a list would help focus future visits on those senior leaders who have the greatest influence on AFIT's viability and future posture, and would serve to improve an already strong outreach initiative.

**AU Response:** Concur. AFIT will continue to evolve its strategic outreach and communications plan. Currently, we are aggressively working with senior leadership and our key stakeholders to accomplish AFIT's mission. The Commandant and the senior staff conducted 97 visits with

senior leadership in 2009. Additionally, AFIT has been successful working with local leaders and media. We've had good coverage of many events at AFIT. While we are accomplishing a great deal in our strategic communication, the next step is to develop an integrated plan that will combine our strategic communication efforts and our outreach program.

[Recommended Action: OPEN]

**Recommendation 04-2009-11:** The requirements process for identifying advanced technical degree requirements in the Air Force appears to be fairly near-term focused. The process works well for identifying and filling near-term needs, but it may not meet the needs of the Air Force in the long term. As an example of a strategic approach, the Chief of Naval Operations has recently directed that 65% of the graduates of the Naval Academy and Naval ROTC be Science Technology and Engineering Mathematics (STEM). This offers the opportunity for a more strategic approach to identifying advanced technical degree requirements in the Navy. In the context of ongoing NRC STEM review, it is recommended that the AU BOV AFIT Subcommittee explore the possibility of a more strategic approach to determining future Air Force technical advanced degree requirements and assignments. The Subcommittee will begin with discussions with SAF/AQR and possibly involve the Air Force Chief Scientist and the Air Force Scientific Advisory Board, among others. Issues to be considered will include, among other things, long-term technical needs of the Air Force; selection processes; utilization of technical personnel and specific items such as Enlisted-to-AFIT and IDE programs. Any recommendations or suggestions coming from this exploration will be presented to the AU BOV at its fall 2009 meeting.

**AU Response:** Concur. This was discussed in conjunction with developing AFIT faculty billets as well as overall Air Force requirements. The BOV recommended working with AU, AETC, and AFPC on the appropriate policy and approach. The BOV also noted that the Air Staff has commissioned a RAND study on Advanced Academic Degree (AAD) requirements. AFIT is engaging with the Air Staff to ensure our input is captured in that study.

[Recommended Action: OPEN]

**Request 04-2009-07:** The Enlisted-to-AFIT program is currently being reviewed by USAF senior leadership to ensure that the requirements generation, selection, and assignments processes are operating effectively. At future meetings of the AFIT Subcommittee of the Air University Board of Visitors, we requested that AFIT report the assignments given to enlisted AFIT graduates from 2009 forward.

**AU Response:** Concur. AFIT reported the assignments of the last two classes of enlisted AFIT graduates at the March 2010 AU BOV AFIT Subcommittee meeting. AFIT will include this information in each annual meeting. The key problem remains that there is no formal system for managing these NCOs' long-range career development. The CMSAF expressed an interest in seeing a more systematic approach to developing these NCOs. At present, the system is still ad hoc with no enlisted AAD billets. [Recommended Action: OPEN]

## **Section VI: Working Group Meeting Summaries**

### **A. Academic Affairs Working Group**

**Purpose of Meeting:** To provide the Air University Board of Visitors information, updates, discussions, etc., concerning new courses, schools, programs, and degree offerings; University compliance with the Principles of Accreditation (SACS), degree granting; institutional effectiveness, Quality Enhancement Plan, legislative changes, affiliations with CCAF and AU, policies and practices on academic personnel (appointment, promotion, tenure, sabbaticals, etc.) and registrar functions. In turn, the Air University Board of Visitors will provide advice and recommendations to the AU Commander concerning these issues.

#### **BOV Members Attendees:**

Dr. Ann Millner, Chair	Rev William Beauchamp
Dr. Rufus Glasper	Dr. Muriel Howard
Dr. Joe Lee	CMSgt (ret) Karl Meyers
CMSAF (ret) Gerald Murray	VADM (ret) Dan Oliver
Brig Gen (ret) Clifton Poole	
*Gen (ret) Charles Boyd (unavailable to attend meeting)	
*Maj Gen (ret) Kenneth Clark (unavailable to attend meeting)	

#### **AU Senior Academic Advisors Attendees:**

Dr. Dorothy Reed  
Dr. Steve Chiabotti, SAASS  
Mr. Ernest Howard, LeMay Center  
Dr. Chuck Nath, Holms Center  
Dr. Jim Larkins, Community College of the Air Force  
Dr. Richard Lester, Eaker Center  
Dr. Suzanne Logan, Spaatz Center

#### **Other AU Attendees:**

Lt Col Timothy Albrecht, Community College of the Air Force  
Dr. Phil Chansler, AFSO21  
Dr. Mark Conversino, Spaatz Center  
Mr. Terry Hawkins, Fairchild Research Information Center  
Dr. Steve Hansen, AU Academic Affairs  
Dr. Gene Kamenno, Spaatz Center  
Dr. Leslie Keeler, AU Academic Affairs  
Mr. Jonathan Klaaren, AU Faculty Manager  
CMSgt James Pepin, Community College of the Air Force  
Dr. Brian Selmeski, Spaatz Center  
Dr. Glen Spivey, Spaatz Center  
Mr. Lloyd Wilson, AU Registrar  
Dr. Steve Wright, SAASS

**Designated Federal Officer:** Mrs. Diana Bunch

## **Overall Meeting Summary:**

The working group met on Monday afternoon in the Fairchild Research Information Center conference room. The working group discussed the following topics with AU personnel:

- Status of Degree Programs and Legislative Issues: Dr. Dorothy Reed and Lt Col Timothy Albrecht provided an update of the four legislative proposals affecting Air University: (1) AU use of Administratively Determined faculty throughout academic areas, (2) CCAF to award degrees to all enlisted members of the Armed Forces, (3) CCAF to award degrees to enlisted students at the Medical Education and Training Campus, and (4) proposal to allow separated or retired “wounded warriors” to complete CCAF degree requirements. Each of these proposals are pending further legislative action.

- CCAF Affiliations Issues: Lt Col Albrecht presented information to support affiliation status for the 85<sup>th</sup> Engineering Installation Squadron, 558<sup>th</sup> Flying Training Squadron, and the AF Special Operations Training Center. CCAF also informed the Board of the opening of the Airman Leadership School at Goodfellow AFB, TX, and the opening of the Noncommissioned Officer Academy at Sheppard AFB, TX. The Board also discussed the status of the 882<sup>nd</sup> Training Group’s move to Fort Sam Houston and the candidacy status of the Medical Education and Training Campus.

- Air War College Grand Strategy Program: Dr. Mark Conversino presented an overview of the Grand Strategy Program. This program is a more intense course of study for officers seeking a deeper understanding of the development and implementation of grand strategy than can be attained through the regular Air War College curriculum.

- Comparison of Distance Learning and Resident Education: Dr. Steve Hansen summarized data collected from a variety of sources, including grades, graduation, and attrition rates, and survey feedback.

- Air War College (AWC) Executive Leadership Feedback: Dr. Gene Kamena presented an overview of AWC’s feedback that uses a 360 degree multi-rater assessment. An individualized, 104 page Leadership Assessment Portfolio report is generated for each student and a one-on-one feedback is provided by a member of the program certified to provide the feedback. The results are presented with the intent of enhancing self-awareness to focus and accelerate leader development in our students.

- Quality Enhancement Program Summary Update: Dr. Brian Selmeski provided a summary of changes, including the addition of a new enlisted school to Phase II (2011-2013); improved the sequencing of the enlisted curriculum; systematic inclusion of international officer students; shifting the emphasis of company grade officer education from distance learning/ didactic efforts to in-residence/interactive programs; revision of the schools’ targets for learning outcomes; and the pioneering of new assessment measures to gauge procedural knowledge.

- Leadership Education Review Board Summary: Dr. Leslie Keeler presented an overview of the recent Educational Program Review Board (EPRB). The EPRB was conducted on 2 November 2010 and included presentations and discussions concerning SAASS and leadership instruction across the institution.

The working group was also provided an overview/summary (written material only) of data concerning AU faculty and the Squadron Officer College's student evaluation program.

The working group also reviewed the meeting minutes from the working group discussions held on 8 July 2010 and provided recommendations pertaining to the faculty hiring and curriculum oversight of Air University.

**Meeting Recommendations:** The working group presented the following requests, observations, and or recommendations to the full Board for deliberation on Tuesday morning.

**Request:** The Board requests to be briefed on the AU and AFIT Strategic Plan at the next Board meeting. The North Central accrediting agency asked to re-visit AFIT's new Strategic Plan, and the Board would like to review this plan within the context of the broader AU Strategic Plan.

**Request:** The Academic Affairs working group would like to meet with the AU and METC leadership responsible for AU affiliations to assess.

**Recommendation:** Affiliation status for the 85<sup>th</sup> Engineering Installation Squadron at Keesler AFB, MS.

**Recommendation:** Affiliation status for the 558<sup>th</sup> Flying Training Squadron at Randolph AFB, TX.

**Recommendation:** Affiliation status for the Air Force Special Operations Training Center at Hurlburt Field, FL.

**Recommendation:** Approval of the Substantive Change Type 2 (relocating a campus) for the 882<sup>nd</sup> Training Group from Sheppard AFB to Fort Sam Houston. However, the Board requested notification in the event the 882<sup>nd</sup> Training Group leadership is no longer the administrative authority of the 68 medical courses and 205 faculty members.

**Recommendation:** Change the title of the AU Chief Academic Officer to Vice President for Academic Affairs. This change would be consistent with other institutions of higher education while permitting the option for Center commanders of degree granting schools to establish a chief academic officer position. Do not establish any other position as Vice President for Academic Affairs unless they report directly to the Vice President for Academic Affairs (with exception of AFIT).

**Recommendation:** AU establish an Academic Council (minus AFIT) chaired by the Vice President for Academic Affairs and composed of chief academic officers/educational advisors from each Center and a senior faculty member appointed by the Vice President for Academic Affairs. A charter should be created defining the role of the council and the council should review and provide recommendations concerning new programs and or substantive program changes to the responsible Center commander for approval. The Center commanders will forward any new program or substantive program change requiring submission/notification to the accrediting agency to the AU Board of Visitors for approval.

Recommendation: Decisions/authority for course level curriculum and non-credit courses should be at the program/Center level. However, new program or substantive program changes requiring submission/notification to the accrediting agency should be reviewed by the AU Academic Council for recommendations to the responsible Center commander for approval. Center commanders will forward any new program or substantive program changes requiring submission/notification to the accrediting agency to the AU Board of Visitors for approval.

Recommendation: AU Commander, with advice of the Vice President for Academic Affairs should establish policy and procedures for hiring, promotion, reappointment, termination, and appointment of academic rank for the Administratively Determined (AD) civilian faculty. The Vice President of Academic Affairs should provide a timely review of final recommendations (provided by Center commanders) for compliance with policy and procedures and make a recommendation to the AU Commander (approval authority).

## **B. Future Learning and Technology Working Group**

**Purpose of Meeting:** To provide the Air University Board of Visitors information, updates, discussions, etc., concerning the appropriate use of technology in delivery of educational programs; effective and efficient use of administrative computing; duplication; technological challenges, and implementation of new learning environments. In turn, the Air University Board of Visitors will provide advice and recommendations to the AU Commander concerning these issues.

**BOV Members:** Dr. Gene Spafford, Chair  
Dr. Terry Alfriend  
Dr. Mildred Garcia  
Dr. Susan Aldridge  
Dr. Stephen Fritz  
Maj Gen (ret) Dick Paul

**AU Attendees:** Col Anthony Zucco  
Ms. Candace Akerson, AU Education Logistics and Communications  
Mr. Wayne Glass, A4/6  
Mr. Fred Hoff, A4/6  
Dr. Tony Gould, AFRI  
Mr. Mike McCrocklin, A4/6  
Dr. Stephen Harris, Barnes Center  
Lt Col Mike Hower, Squadron Officer College  
Mr. Ted Jackson, AU Associate Registrar  
Mr. Mike McKim, Spaatz Center Representative  
Dr. Andrew Stricker, AU Education Logistics and Communications  
Ms. Martha Stewart, FRIC Representative  
Dr. Les Campbell, Barnes Center Representative

**Meeting Recorder:** Dr. Shawn O'Mailia

### **Overall Meeting Summary:**

- Future Learning Taskforce Update: Col Tony Zucco provided an update concerning the Future Learning Taskforce. Air University launched this taskforce to study and recommend how best to move forward with future learning opportunities enabled by educational technologies. Taskforce members conducted the study by interviewing AU educators and staff, making site visits to educational technology support centers at federal agencies, universities, and DoD schools. Data from the study was used to plan a way ahead for future learning and improve assistance offered to AU educators and staff in the prototyping, use, and governance of educational technologies. Taskforce members recommended the establishment of an organizational structure, staffing, and governance similar to educational technology groups in place at several universities to better leverage shared resources and talent across Air University.

- Progress and Future of Enterprise Systems: Air University's information technology (IT) enterprise support is provided through two resident systems: AU Student Management System (AUSMS) and AU Student Record Information System (AUSRIS) and two non-resident systems: AU Student Information System (AUSIS) and Course Development and Student Administration and Record (CDSAR) System. The cross utilization of systems to support the diverse needs of AU led to duplicate capability in IT systems. The enterprise approach is to

merge like capabilities into two systems (one for resident courses and one for the non-resident courses). The AU Registration/Education Program Management (AUREPM) is at the forefront of the AU enterprise is the. It is the cornerstone of AU's architecture where the AU Portal is a central mechanism for registration of master degree students. AU's vision is to consolidate systems into resident capability and non-resident capability and then share like components across all of AU.

- Distance Learning Enterprise (DLE): The DLE is an *initiative* to be the start of life-long professional learning. The DLE will provide a web-based, data-driven application incorporating the expected benefits of increased availability and scalability, as well as provide a means for flexibility in mission change and growth while increasing productivity for staff and faculty, and tailoring to the needs of online students.

Air University's current distance learning supports professional military education, specialized courses, and those courses leading to a master's degree. Support for the DLE is provided through AU Student Record Information System (AUSRIS); AU Student Information System (AUSIS) and Course Development and Student Administration and Record (CDSAR) System which has been the backbone of the distance learning Career Development Course for all enlisted members in the Air Force. The need for central distance learning was solidified in May 2010 when the old hardware platform hosting CDSAR crashed beyond repair. While AU did manage to restore CDSAR, it created an urgency to repair and retrofit IT support systems and create an environment that is robust and able to meet the future needs of AU.

- Highlights in Advancing Air Force Education: Across Air University, schools are exploring how best to identify, assess, and leverage educational technologies such as learning management systems, social networking tools, iPads, smart phones and 3D worlds to support blended, mobile and experiential learning applications and simulations. These technologies show promise for helping to further extend the accessibility of Air Force education at the right time, location, and delivery method for Airmen. For example, Air War College initiated an iPad pilot program to assess benefits in collaboration with the Naval War College. Also, simulation technologies continue to grow in use by Air War College, Air Command and Staff College, Squadron Officer College, and the Air Force Negotiation Center. The use of 3D worlds in support of Air Force education continues to grow too. Squadron Officer College makes use of 3D world settings to depict real-life leadership vignettes and theater airpower visualization using a virtual Air Operations Center for officer development. The Holm Center is experimenting with the use of 3D world immersive scenarios for instructing ROTC students. Schools are also adapting and extending capabilities offered by technology supported classrooms for helping with instructor development and use. For example, the Air Force Institute for Technology is exploring the use of 3D models and simulations in its radar laboratory and using lessons learned for how to better support instructors' use of similar educational technologies across different content areas. At the staff level, Air University's A4/6 continues to help steward collaborative effort across the schools in the identification, assessment, and implementation of emerging educational technologies. A Learning Technology Working Group was established to help support intra-school sharing of lessons learned involving educational technologies. A Global Learning Forum and "lunch and learns" were created to support the exploration of educational technologies by Air University faculty with educators from federal agencies, industry, and higher education. Also, AU/A4/6 launched an Innovation Horizons Report to interpret and translate emerging educational technology prospects for Air Force education prototyping and assessing future learning benefits.

## **Meeting Recommendations:**

The Working Group would like to commend Col Tony Zucco and his focused leadership team for their significant progress against the organizational plan. There is clear progress in cultural change in collaboration, working groups, the studios, “breaking silos”, etc. Additionally, the working group noted the resourceful and positive approach displayed by Col Zucco’s team by using year-end money, repurposing computers, using student projects, etc. There exists a strong purpose to the mission.

Observation: Need evaluations and assessment for experiments and studies from their beginning. This is especially true to determine what works best in a "resource constrained environment."

Observation: Use of "OutStart" presents some interesting opportunities but may also present a next generation lock-in. We suggest exploration "safety valves" such as source code escrow and dual implementations.

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

Recommendation: AF leadership support latitude to experiment with (and operate) emerging and mainstream educational technology that will not necessarily match current AF technology (and policy). This is required to keep the educational leaders of the AF at the cutting edge of education technology and thus keeping the AF in the lead.

Recommendation: Need to prioritize the finalization of the fix to the CDSAR repairs/upgrade. The system is working again, but our understanding is that the full scope of a replacement and fix, including full off-site hot spares has not been funded or installed.

Recommendation: Develop a plan to design, fund, install, test and operate the technology to handle expanded enrollment and distance education for the full enterprise.

Recommendation: Develop a database and associated www site to highlight all the various educational developments, publications and artifacts similar to the research products.

Recommendation: With the implementation of the “contract to civilian” program and Col Zucco’s retirement, there is a concern over loss of core competency. To minimize this, recommend AU leadership provide an overlap for Col Zucco’s position prior to his retirement.

### C. Institutional Advancement Working Group

**Purpose of Meeting:** To provide the Air University Board of Visitors information, updates, discussions, etc., concerning policies regarding: federal and state grants and private funding of research, teaching and service (Grants); AU Foundation; alumni affairs; Town & Gown matters; public affairs/external relations; public relations, branding, advertising, news, and information; facilities improvements and initiatives; strategic plans; spending and policy decisions (budget, contracts, salaries, etc.); tracking and analysis of administrative costs and effectiveness; reviewing proposed additions and renovations of existing facilities; and recommendations of candidates for AU honorary degrees. In turn, the Air University Board of Visitors will provide advice and recommendations to the AU Commander concerning these issues.

**BOV Members:** Mr. Norm Augustine, Chair      Mrs. Mary Boies  
Ambassador Gary Cooper      Dr. Tito Guerrero  
Dr. Jack Hawkins      Mr. Henry Fong

**AU Attendees:** Lt Gen Allen Peck  
Dr. Bruce Murphy  
Maj Gen David Fadok  
Brig Gen Walter Givhan  
Col Brian Killough  
CMSgt Byre McMillon

**Meeting Recorder:** Dr. Bruce Murphy

#### **Overall Meeting Summary:**

The first 45 minutes of the meeting were spent conducting a windshield tour of Maxwell highlighting major areas for construction or improvement. Col Killough, 42<sup>nd</sup> Air Base Wing Commander, narrated the tour addressing the status and plans for major military construction, renovations, and improvements on Maxwell and also provided some details about facilities at Gunter Annex. Members asked what the top priority for Maxwell-Gunter was and Col Killough told them it was the Gunter Fitness Center.

After the tour, the group assembled in the AU Commander's "Porch" (small conference room) for the remainder of the meeting. Mr. Augustine outlined the main topics for discussion as: Branding, Facilities, Honorary Degree Candidates, and AU Foundation.

The group noted that with branding for Air University we must first ask the question "What are we trying to accomplish?" Branding is hard and expensive, and the group discussed educational examples with which they were familiar, such as the Woodrow Wilson School. AU needs to appeal to various audiences and reach out to friends. It was suggested that AU engage a marketing firm, such as Stamats Communications Inc., to help with branding. Mr. Augustine suggested that AU follow the example of Lockheed Martin Corporation whose logo always placed the parent company (Lockheed Martin Corporation) above in larger text and name of the subsidiary below as a matter of policy.

The working group reviewed and discussed the following nominees for AU honorary degree: Paul Airey, Richard Branson, Tom Brokaw, Larry Eagleberger, Tom Hanks, Daniel Hastings, I.B. Holley, Ronald Fogelman, Bob Gates, George Lucas, Jim McCoy, John Morgridge, Sam Nunn, Sandra Day O'Connor, Ross Perot (Sr.), Bill Perry, Pete Peterson, Sally Ride, Al Simpson, Ike Skelton, Chesley "Sully" Sullenberger III, David Walker, John Warden, Larry Welch, and Sheila Widnall. During the discussion several points were made that should help guide future nominations. First, the group thought it would be inappropriate to present a posthumous honorary degree and that some other acknowledgment would be more appropriate. Second, while some of the nominees have a degree of recognition within Air University or even the Air Force, an AU honorary degree recipient should have broad enough name recognition to have national or international appeal. Finally, there may be some factors, such as health condition or crisis, which dictate holding the nomination in abeyance until a future date.

### **Meeting Recommendations:**

Observation: The working group commented that in times of fiscal tightening, training and education can become the first casualties. The working group urged the BOV to go on record as supporting training and education in the Air Force.

Recommendation: The working group stressed the importance of supporting the efforts to bring the quality of the physical training center at Gunter Annex up to acceptable standards.

Recommendation: Air University should establish a Leadership/Ethics Chair along with plans to create a Leadership/Ethics Center in order to bring attention to the Air University.

Recommendation: The working group addressed the mission of the Air University to influence and inform by recommending the following: 1) Create the logo by policy to make "The Air University" primary and all other AU organizations subordinate when appearing in print; 2) Create stronger loyalty of AU graduates; 3) Engage more aggressively in outreach by pushing more communication under the AU name in such venues as the web's "TED-ideas worth spreading"; and 4) Participate more broadly in scholarly lectures and symposia under the Air University banner.

Recommendation: The working group selected four honorary degree nominations for recommendation to AU/CC.

## **D. Research Working Group**

**Purpose of Meeting:** To provide the Air University Board of Visitors information concerning research processes across the University (to include AFIT, AWC, ACSC, SAASS, AFRI and FRIC) as well as discuss publication opportunities that enhance the University's impact across the Air Force and world wide. In turn, the Air University Board of Visitors will provide advice and recommendations to the AU Commander concerning these issues.

**BOV Members:** ADM (ret) Vern Clark                      Dr. Don Daniel  
Dr. Benjamin Lambeth  
Gen (ret) Patrick Gamble, Chair \* (unavailable to attend meeting)  
Maj Gen (ret) Stephen Condon \* (unavailable to attend meeting)

**AU Advisors:** Dr. Chris Cain  
Dr. Dan Mortensen  
Brig Gen Walter Givhan  
Dr. John Shaud  
Mr. William Darcy  
Mr. Stan Norris  
Dr. Harold Winton

**Meeting Recorder:** Mr. Gary Alexander

### **Overall Meeting Summary:**

The working group was treated to no introductory PowerPoint overviews of anything and instead launched directly into a collegial roundtable discussion of the whole spectrum of research activities and issues of current concern.

For openers, the group felt it important to share their sense of what AU is in its core essence. It is a teaching and research institution of national stature--or at least one in constant and appropriate quest for national stature.

All of the AU representatives around the table agreed without dissent that quality teaching is--and should be--paramount here. That is why AU ultimately exists in the end--not to produce cutting-edge research and analysis, as is the principal function of such world-class civilian graduate-level institutions as Harvard, Yale, Stanford, Princeton, and others, but rather to produce quality Air Force officers at all levels--up to and including the Chief of Staff and other senior leaders.

However, all agreed likewise that quality research is indispensable for adequately informing quality teaching in the interest of underwriting AU's overarching mission. To that extent, the AU attendees added, serious research and due support for it are no less important to the corporate well-being of AU and accordingly warrants comparable attention and recognition by the institution's leadership.

AFRI is the pivot point of research at AU. Staffed by 70 in all, it is home to 10 senior analysts who work principally on direct taskings from the USAF Chief of Staff, with whom Gen Shaud

maintains a close personal relationship and dialogue. A notable example of work emanating from such taskings was AFRI's landmark strategy report "In Service to the Nation: AFRI Strategic Concept for 2018-2023," commissioned by then CSAF Gen Moseley and issued in 2008. Such major strategy assessments are now undertaken by AFRI roughly every other year. In between, AFRI issues more focused reports, all of which address "third-rail" issues of special concern to the CSAF. Recent examples have included a study of presentation-of-forces issues in a look at the current AEF structure, future USAF basing requirements, and the outlook for ISR. (The AEF study was subsequently briefed to the ACC leadership at CSAF's request, indicating the impact that many AFRI products have within the Air Force.) Generally, AFRI's analyses look out to around the 2020 time horizon. One ongoing AFRI study is considering leadership development needs across the service, not just at senior levels but up and down the command hierarchy. Another is exploring how the USAF and other services approach systems acquisition, with a view toward considering what can be improved within the existing legal framework and with no cost increment.

In addition to such studies, AFRI produces the USAF's main professional journals (most notably "Strategic Studies Quarterly" and "Air and Space Power Journal"). AFRI also oversees Air University Press and conducts periodic conferences, such as a major one on deterrence in the 21st century held in London in May 2008, co-sponsored by AFRI and its sister organizations Kings College London and the Royal United Services Institution. Finally, of major note, AFRI now oversees the Air Force Fellows program which entails the assignment of some 128 selected majors and lieutenant colonels for year-long professional development residencies at major universities nationwide, research organizations such as RAND and the Brookings Institution, industry, and congressional staffs.

Discussion then turned to other research activities in the various schools around the Circle (notably AWC, SAASS, and ACSC). At this point, in an important contribution to our inquiry, Dr. Don Daniel noted that all of our attention hitherto had been directed toward research efforts entailing strategy, policy, and institutional concerns facing the Air Force. Dr. Daniel then proposed a 90-degree turn in focus to consider also the very different, but equally important, concurrent AU research being conducted at AFIT dealing with highly technical and quantitative applied science and technology matters of equal concern to the Air Force that is a no less crucial element of the overall AU research enterprise. He noted, and all agreed, that this research needs to be given equal consideration and fully integrated into the broader research activities undertaken throughout AU as a whole.

Among the research-related issues and concerns raised during our discussion, three seemed worth reporting in particular:

- Perceived pressure on AU's schools to make their research products all similar in character when the real need is to tailor them more specifically to the purpose of each school
- Concern over perceived excessive emphasis on seeking external general-officer sponsorship of research topics with insufficient emphasis on the intrinsic merit of proposed topics and their connection to the specific professional background, interests, and strengths of individual students
- A perceived need for greater flexibility in the management of research so that the various schools in the AU complex are not constrained to do things that do not make inherent good sense for the purpose of the individual schools

Our overall conclusion from this line of inquiry was a sensed desire on the part of the faculties of AWC, SAASS, and ACSC in particular for greater autonomy from outside pressures (with the singular exception of AFRI's close relationship to CSAF) and for more freedom of choice and exercise of mature professional judgment on the part of the various faculties around AU. The group was not equipped to assess the validity of these observations but felt them at least deserving of being reported for the record as considerations worth a closer look by AU's leadership.

It further bears reporting that all AU representatives in attendance clearly understood that the key difference between research conducted at civilian institutions of higher learning and at AU is that the latter is research expressly aimed at informing better teaching and also conducted in the USAF's and the nation's interests, with a real "so what?" focus and due stress on its being timely, relevant, and responsive to Air Force needs. It also was acknowledged by all attendees that an important challenge for research at AU was to ensure that it provide students in all AU schools clearer insights into the most abiding concerns of today's Air Force leaders.

The one truly hot-button issue that emerged from the two-hour exchange with AU's research representatives had to do with the practical human-capital impact of the USAF's recent Selective Early Retirement Board (SERB) action and the body blow that action inflicted on the recently-enhanced cadre of PhD faculty members at AU, particularly in AWC and at SAASS. This effect was dimly foretold on the slide that Gen Peck showed earlier indicating the disproportionate impact of the USAF-wide SERB on AU as compared to all other commands and organizations USAF-wide. But it was not fully driven home until the group heard directly from those most immediately affected by the SERB action the practical impact of this action on some of AWCs and SAASS's strongest faculty assets.

The working group agreed almost instantly that the harmful human-capital consequences of this SERB action for AU should not be communicated up the line as merely a routine "cause for concern." Rather, it should be regarded (group's metaphor) as a fire warning light in the cockpit indicating a fundamental body blow that the AU institution had recently sustained. It was the working group's clear belief that the recent SERB action had cut directly into AU's seed corn by excising from the institution's talent base, in one fell swoop, an unconscionable number of key contributors to AU's success story. These were devoted professionals in whom the Air Force and AU had invested years to get them their PhD degrees, only to see them summarily disinvented from further service by decree at just the time that AU was poised to get a return on the service's investment in these professors for years to come.

Indeed, the working group saw a disturbing double impact of the SERB action in this particular instance. Not only did the action arbitrarily inflict significant institution-threatening collateral damage by way of key people having been swept away willy-nilly in a broader and arguably indiscriminant manpower reduction move; it also created an instant disincentive against any other talented faculty members following in the footsteps of those who had unexpectedly suffered the consequences of the SERB action. Knowing that he would be unable to attend this morning's session in which the group's report would be delivered to the Board, ADM Vern Clark stressed to Dr. Daniel and Dr. Ben Lambeth his sense that this issue was of sufficient concern to warrant our asking Lt Gen Peck, as AU's commander, to take all reasonable and practicable measures at his disposal to get the Secretary of the Air Force to weigh in and, to the extent possible, insist on directed action that would have the effect of erecting a protective firewall

around AU's most valued and credentialed faculty members to ensure against such indiscriminant action ever happening at AU again. Otherwise, the very lifeblood of what makes AU what it is will continue to be at risk.

**Meeting Recommendations:** Recommend the AU Commander take all reasonable and practicable measures at his disposal to get the Secretary of the Air Force to weigh in and, to the extent possible, insist on directed action that would have the effect of erecting a protective firewall around AU's most valued and credentialed faculty members to ensure against Selective Early Retirement Board actions.