ACADEMIC SERVICES

Muir S. Fairchild Research Information Center

Annual Report 2019
In 2019, Air University brought together several existing units to create a new organization known as Academic Services. The directorate is comprised of a talented team representing Air University Library, the Teaching and Learning Center, the Office of the Registrar, Air University Press, and the Research Coordination office. Academic Services synchronizes the expertise of the team to provide support around a coalescence of research, learning, student lifecycle management, and the promotion of knowledge.

Our mission in part states that we help "ensure that AU faculty, staff, and students have the right tools to pursue program excellence and to foster innovation for force development agility." With increased competition across the globe it is even more important that all of us take advantage of our great attributes and what other nations strive for - openness to new ideas, a shared sense of leadership, and the vast resources of learning that institutions like Air University have to offer.

As we closed out 2019 we also welcomed a new organization to support - the United States Space Force - and we will continue our endeavors to promote the highest levels of learning and service to airmen and space professionals alike. As always the top-drawer team that makes up Academic Services is ready to work in innovative ways and I challenge you to connect with us often to see how we can help you better access the world of knowledge.

Off we go!

Mehmed Ali, PhD
Director of Academic Services
Two new Research Coordinators started their positions in January of 2019 - Drs. Margaret Sankey and Kenneth Johnson. The team provides oversight of the University’s Research Task Forces and during the course of the year revamped the application process for research funds to enhance the strategic value and effectiveness of final products.

The Research Coordinators made significant strides with several initiatives in 2019 by creating connections between faculty across AU to improve instruction and scholarship including; providing subject matter experts to contribute guidance to SOS advanced research electives, setting up several new Communities of Interest on the Canvas LMS platform, and coordinating support to the Air University Chairs.

Another new staff member joining the Academic Services team in 2019 is Col Tony Millican, Director of Emerging Technologies and Immersive Learning. On loan from the e-School of Graduate PME, Col Millican worked with TLC, the Library, and several other organizations to launch a faculty outreach effort to assist schools by encouraging greater implementation of diverse technology and active learning in the classroom.
The TLC had another banner year providing a host of academic resources, expert guidance, and cutting-edge technologies and facilities to increase the ability of AU faculty to teach and students to learn.

The newest signature initiative begun in 2019 is focused on faculty development - a project designed by TLC team members in collaboration with AU Academic Affairs. The primary product of this effort will be a Faculty Essentials Course which will provide a number of online or in-person training modules supporting the wide spectrum of AU faculty members with flexible tools to improve their unique “classroom” experiences. The modules can be tailored to specific curricula and will include components such as Theories of Learning, Teaching Methods and Strategies, Successful Learning Environments, Fundamentals of Instructional Design, Assessments for Learning, Leveraging Learning Technology, and Learning at a Distance.
Due to the image, it appears the content is divided into several sections. Here is a summary of the text:

**ACTIVITIES IN 2019**

<table>
<thead>
<tr>
<th>Hosted</th>
<th>Instructed</th>
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<tbody>
<tr>
<td>461</td>
<td>404</td>
</tr>
<tr>
<td>1,157</td>
<td>1,265</td>
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<td>9,668</td>
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- TLC's Canvas Assistance Support Team (CAST) executed an extensive program promoting the use of Canvas which replaced Blackboard as the University's Learning Management System this past year. With a focus toward improving user proficiency, CAST built a series of AU Specific Canvas Modules, hosted regular Canvas User Group sessions, created 18 "How To" videos and led scores of individual training sessions for faculty and students across the whole of AU.

- During 2019, the TLC Writing Commons continued to expand the number of tutoring sessions to assist students by improving their academic writing and ability to communicate effectively. Through this effort, including numerous hours contributed by very generous volunteer faculty from around AU, the TLC set a new record for the number of students receiving writing support resulting in a 184% increase in sessions over the previous year.

**Facility Use**

During the year Team TLC hosted many events in their spaces including a PAJE Visit, AU Orientations, A6 Service Now training, Chinese Aerospace Studies Institute orientations, Air Command and Staff College MDOS, Air War College & ACSC Research Electives, Defense Language Institute classes, Air War College Vietnam Exercise, Virtual Reality/Augmented Reality Community of Interest meetings, Cyber College FMA Class and more...

**Writing Commons**

During 2019 Air University welcomed Dr. Amelia Clasara-Fajardo, a visiting Fulbright Scholar with TLC as the host organization. Dr. Clasara-Fajardo, a professor with the College of Education, University of the Philippines, is working with TLC and several of AU's schools in reviewing Air University's curriculum and program evaluation practices seeking to determine if AU methods can benefit similar military institutions in her home country.
One of the major undertakings of AU Press this year was the launch of a larger bookstore at a new location in the Fairchild Research Center’s main lobby. The bookstore, offering both print and digital download copies of hundreds of free books, papers, and journals, opened in September in conjunction with the showcasing of several new books including *Autonomous Horizons: The Way Forward* written by former Chief Scientist of the United States Air Force Dr. Greg Zacharias.

**Select List of Publications in 2019**

- Better State of War: Surmounting the Ethical Cliff in Cyber Warfare
- Doolittle Series 18: Multi-Domain Operations
- new edition of *The Command of the Air* by Douhet
- Artificial Intelligence, China, Russia, and the Global Order
- From Power Projection to Power Protection: Revitalizing Conventional Deterrence in NATO
- Tough Tommy’s Space Force: General Thomas S. Power and the Air Force Space Program
- Aim High: The Effects of Online Teaching in Air Force Enlisted Leadership Education

In close collaboration with the Curtis E. LeMay Center for Doctrine Development and Education, AU Press worked to expedite the production of the 2019 Electromagnetic Defense Task Force 2.0 report, cited by the press and included in a NATO analysis project. The report has become the highest downloaded AUP paper ever, generating over 10,000 downloads in its first two weeks.
After a strategic planning session early in the year, the Press revamped and streamlined their publication, internal printing, and distribution processes through the identification of new technology features which has reduced deadlines and increased production. This resulted in the publication of 8 books and 26 papers in 2019 - a total surpassing the last three years combined.

In conjunction with AFROTC detachments around the country, an enhanced outreach effort during the year led to a fourfold increase in civilian university libraries providing AU publications including the entire University of California system.

The University’s journals published over 200 articles and reviews during 2019 on a host of diverse and leading-edge subjects.
AU Library hosted several events during the year including the February exhibit opening for *Maxwell and the Movement* which showcased the role of the Air Force in Montgomery’s civil rights movement. In October the 2nd AU Faculty Round Table and Publication Series was held highlighting the theme of “Service Culture and How Identity Shapes Military Operations.” Info at: http://fairchild-mil.libguides.com/facultyroundtable

Air University Library worked diligently in 2019 to digitize parts of its own collection and of the AU Historian as well. Through a contract, over 600,000 pages have been scanned and preserved within our archives. Making these resources available to the world helps promote the rich resources and the research completed at Air University to help build the knowledge base.

Beginning in January of 2019, the Air University Orientation Information Fair was welcomed into the main reading room of AU Library. The CSAF established AU Orientations to improve knowledge of the wide breadth of AU’s educational programs among general officers, wing commanders and command chiefs from all across the Air Force. Coordinated in partnership with AU/A3 Operations, the Information Fair showcases many of the unique offerings at Maxwell/Gunter and is open to anyone at the University.
In FY 2019, Library integration into the Canvas Learning Management Platform drove up database use. Liaison librarians directly connected to students within courses, linking tailored research guides customized for high interest topics.

**INTEGRATION**

- **Embedded Librarians**: 82% increase in database use
- **FY17**: 172,493
- **FY18**: 228,734
- **FY19**: 415,341

**INSTRUCTION**

- **Library Tours**: 70
- **Platform Briefs**: 57
- **Classroom Briefs**: 45

**INTERACTION**

Leveraged social media to increase engagement.

- #Increase: 23% since FY19

- Since 2009 + Since 2009 + #New 2019
The Muir S. Fairchild Research Center has as one of its unofficial mottos, “WE SHARE SPACE” – it is in this collaborative physical environment that we continue to grow our capacity to foster learning synergies for the entire AU enterprise.

Launched by AUL, the new LibCal system allows users across AU to see the availability of spaces and remotely book reservations at both Maxwell AFB and Gunter Annex for the Library and the Teaching and Learning Center. Info at: https://fairchild-mil.libcal.com/

AU Library’s continual redesign of operational areas has led to the creation of more collaborative spaces like the new Classroom Classroom, left, the Innovation Lab, and the Virtual Reality Classroom, greatly increasing facility use.

IN-PERSON LIBRARY VISITS

93,897

FY19

FY18

40,282

33,630

FY17

INCREASE IN FY19

133%
The Office of the Registrar had several significant accomplishments during the year. The “big lift” was the ongoing implementation of the new Enterprise Student Information System (SIS) which, when finalized, will unify all existing student information data to allow an improved student lifecycle management environment.

Partnering with AU’s A6 Communications Directorate, the Registrar team co-led scores of SIS business process meetings in order to ensure a seamless transition from the AU legacy platforms to the new COTS (Commercial off-the-shelf) system. The new SIS will handle the admissions, enrollment, curriculum management, graduation, and other academic processes of the entire University and will be instituted and rolled out over a two and a half year period.

Another major project was the Registrar Office’s key support to the AU Operations’ audit of the base lodging system. The analysis that was conducted by the Registrar team led to a thirteen percent increase in base lodging utilization and a $1.1 million “cost avoidance” to the Air Force.
Over the course of 2019 the TLC hosted academic leaders from the University of Alabama, Auburn, and Troy University in a series of crosstalks and information sharing sessions focusing on best practices.

Academic Services staff actively stepped forward to support many base-wide and larger mission needs including: CJCS Process for the Accreditation of Joint Education, IOS Goodwill Ambassador program, Cultural Awareness Day, Air War College and ACSC International Food Festival, the 42nd Civil Engineering Squadron Key Spouse program, Maxwell Elementary School Digital Citizenship Symposium, IFOP International Spouse Orientation, the Civil Air Patrol and others.

In collaboration with the Air Force Historical Research Agency, Alabama State University and the Montgomery County Archives, AU Library hosted *Maxwell and the Movement*, an extensive exhibit focusing on the Air Force’s role within Alabama’s Civil Rights Movement.

In September AU Library, TLC and the Air War College’s Education Support Squadron partnered with the Alabama Supreme Court to host a seminar on copyright issues.

AU Library collaborated with the LeMay Center to obtain $1.3 million in SIBR funds to create the Knowledge Constellation platform over the next two years.

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The entire team would like to offer the most heartfelt farewells to several colleagues who left us in 2019...

Tammi Dacus · Sandi Davis · Blake Denton · Susan Fair · Master Sergeant Ericka Gilliam · Maranda Gilmore · Darrell Hankins · Rebekah Lahue · Remy Mauduit · Linda McBeth · Rachel Mitchell · Vivian O’Neal · Marie Potts · Lt Colonel Todd Toman · Carolyn Underwood

... and also give a rousing Air University welcome to our new colleagues! -

Lauren Bartell · Ruth Busby · Wayne Cook · Lt Colonel Darin Gregg · Beth Harris · Khalilah Hayes · Ramona Henson · Kenneth Johnson · Taylor Kirby · Stephanie Licko · Beatrice Nichols · Patricia Payne · Catherine Parker · Margaret Sankey · Susan Slear · Mike Ward · Lisa Zanglin
Knowledge Itself is POWER