

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

17 November 2014 / 0800 – 1630

18 November 2014 / 0800 – 1430

Open Meeting

Commander's Conference Room (B800)

Maxwell Air Force Base, AL 36112

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



MURIEL A. HOWARD

Chair, AU Board of Visitors

December 19, 2014

- Section I: Board Attendance
- Section II: Board Activities and Discussions
- Section III: Board Actions
- Section IV: Board Requests, Observations, and Recommendations
- Section V: Status on Previous Meeting Requests, Observations, and Recommendations
- Section VI: Board Break-out Session Out-briefs

Section I: Board Attendance

A. Board Members attending the meeting:

1. Mr. Norman Augustine, Past Chair
2. Dr. Rufus Glasper
3. Dr. Muriel Howard, Chair
4. Dr. Benjamin Lambeth
5. Gen Duncan McNabb, USAF, Ret
6. Dr. Ann Millner
7. CMSAF Gerald Murray, USAF, Ret
8. Maj Gen Richard Paul, USAF, Ret
9. Dr. Ricardo Romo
10. Maj Gen Ronald Segal, USAF, Ret
11. Mr. Fletcher Wiley, Chair Elect

B. Members of the AU BOV absent:

1. Col Robert Beasley, USAF, Ret
2. Father William Beauchamp
3. Mrs. Mary Boies, JD
4. Dr. Ding-Jo Currie

C. Air University and other personnel attending the meeting:

1. Lt Gen Steven Kwast, AU/CC
2. Maj Gen Jocelyn Seng, AU/MA
3. Dr. Matthew Stafford, AU/CF
4. CMSgt Timothy Horn, AU/CCM
5. Maj Gen Brian Bishop, Spatz Center/CC
6. Brig Gen Paul Guemmer, Holm Center/CC
7. Dr. Todd Stewart, AFIT/CL
8. Mr. Allen Peck, AFRI/CL
9. Col Jefferson Dunn, Barnes Center/CC
10. Col Kenneth Tatum, Jr, Eaker Center/CC
11. Col Thomas McCarthy, SAASS/CC
12. Col Andrea Tullos, 42 ABW/CC
13. Col Jill Singleton, LeMay Center/CC
14. Col Gerald Goodfellow, SOC/CC
15. Col Wayne Cooper, AU/DS
16. Col Raymond O'Mara, AWC/DES
17. Lt Col Michael Artelli, CCAF/CC
18. Lt Col Benjamin Nelson, AU/A3/6T
19. Mr. Jay Warwick, AU/CFD
20. Dr. Chris Cain, AU/CFA
21. Dr. Steve Hansen, AU/CFA
22. Dr. Brian Selmeski, Spatz Center/CLC
23. Dr. Jeff Luzius, AU/AUL/LD
24. Dr. Shawn O'Mailia, AU/CFA
25. Ms. Patricia Roberson, AU/CFA
26. Maj Michael Chandler, 42FSS/FSO
27. Maj Kyle Grygo, 42CS/CC
28. Mr. Brandon Bridges, Spatz/CLC
29. Mr. Brian Perdemo, Spatz/CLC

D. Designated Federal Officer:

1. Ms. Lisa Arnold, AU/CFB

Section II: Board Activities and Discussions

A. The Air University (AU) Board of Visitors (BOV) meeting convened at 0800 hours on 17 November 2014 in the AU Headquarters Conference Room at Maxwell Air Force Base, AL. Dr. Muriel Howard chaired the meeting. Dr. Howard informed the Board members that this formal meeting was open to the public and was advertised in the Federal Register on 19 August 2014 (Vol.79, No. 160). Ms. Lisa Arnold, Designated Federal Officer for the Board, was present during the meeting and a quorum was met.

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

Dr. Howard welcomed Lt Gen Steven Kwast, the new Commander and President of AU and thanked him for the Muir S. Fairchild Research Information Center's (FRIC) reception and tours. She welcomed Dr. Matthew Stafford, the new AU Vice President for Academic Affairs. Dr. Howard expressed the Board's commitment to assist AU address higher education concerns during the cost cutting culture enveloping America.

Dr. Howard commented on changes in higher education and stated that although AU is different in many ways, it is similar. More focus and accountability is needed in higher education on Science Technology Engineering and Mathematics (STEM) degree completion. More collaborative technology is also needed as is creative uses of social media to teach and inspire.

Dr. Howard explained "average is no longer sufficient." She quoted *NYTIMES* columnist Tom Friedman in saying: "We must think like an immigrant, think like an artisan, and think like a waitress at Perkins' Pancake House," meaning we must seek inventive ways to satisfy our individual customers.

C. AU Commander and President's Discussion: Lt Gen Steven Kwast opened his discussion by thanking the Board and stating the Air Force is at an inflection point and that AU must indeed "think like an immigrant." He stated we are living in an information age but using industrial age tools. Gen Kwast posed three questions to the Board pertaining to how Air University might adopt to stay relevant.

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

These questions garnered much Board discussion. Gen Kwast introduced the draft Human Capital Plan in development at Air University per direction of the Chief of Staff of the US Air Force (CSAF) and the Secretary of the Air Force (SECAF). Gen Kwast wrapped-up his

discussion saying our nation needs to be prepared for the unexpected and AU needs to be more adaptive and relevant.

D. Vice President for Academic Affairs Discussion: Dr. Matthew Stafford addressed the Board thanking them for their warm welcome. He highlighted recent “hot” topics at AU: SOS in-residence course change from 8 weeks to 5 weeks; Barnes Center’s investment into Blended and Distance Learning; and Holm Center’s structural changes to OTS and ROTC officer accessions. Dr. Stafford introduced the Academic Affairs team and previewed the Tuesday break-out session topics:

1. The Value of Accreditation: Is regional accreditation a value to AU? Weigh the pros and cons.
2. Character and Ethics: How does the AF solve behavioral problems through leadership?
3. Diversity and Inclusion: How can AU increase and leverage diversity across the AF?
4. Beyond Critical Thinking: How can the AF equip Airmen to analyze and solve the problems our AF is facing?

E. The Board recessed at 0930 hours to allow attendance at the USAF retirement ceremony of Lt Gen David S. Fadok, first President and former Commander of AU.

F. AU Faculty Senate hosted a working lunch for Board members at the AF Research Institute.

G. Learning and Technology Update: Lt Col Benjamin Nelson, AU/A3/6T briefed that the inaugural stand-up of Air University’s Registrar Education Program Management System (AU REPM) “lifted-off” at 0730 hours Monday, 17 November 2014. He provided background information on the use of the Defense Research and Engineering Network (DREN) and Mobile Internet High Fidelity devices (MiFi’s). Next, Lt Col Nelson overviewed the Technology Infrastructure Modernization plan of action reviewing the plan’s timeline, Cloud-computing capabilities, and system consolidation options.

H. Fifth-Year Interim Review (FYIR) Update: Dr. Chris Cain, Chief of Academic Affairs, provided the latest update on the FYIR. The FYIR compliance certification is on schedule to meet the March 2015 Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) deadline; AU/CF postulates compliance.

I. Quality Enhancement Plan (QEP): Dr. Brian Selmeski, Chief of Plans, Culture and Language Center and Director of the QEP discussed the final status of the Cross Cultural Competence QEP. He received praise from the Board regarding the plan. Next QEP topic selection is due in 2016/2017.

J. Program Objective Memorandum (POM) Process: Mr. Gary Alexander, AU/FM provided information on the Air University and Air Education and Training Command’s (AETC) corporate structure and processes for resource planning and allocation.

K. Air Force Education Requirements Board (AFERB): Dr. Chris Cain, Chief of Academic Affairs, presented the AFERB current status. He reviewed key process points to ensure the BOV gained an appreciation for the corporate process.

L. Community College of the Air Force (CCAF): Lt Col Michael Artelli, Commandant, provided an academic update of CCAF's status of affiliated schools, faculty qualifications, and degrees awarded. He requested four (4) changes in affiliation.

M. Force-Shaping Discussion: Dr. Todd Stewart, Air Force Institute of Technology (AFIT) Director and Chancellor discussed force-shaping initiatives and how they affect AU and AFIT programs. He also advocated ensuring force-shaping discussions take into account students that are in the education and training pipelines – to include preserving active duty service commitments for graduates.

N. Honorary Degree Nomination: The Board discussed honorary degree nominations, the following nominees are approved: Gen Brent Scowcroft, April 2015 recipient; David McCullough, November 2015 recipient; and Steven Spielberg, April 2016 nominee.

O. Departing Board Members: Zero; Dr. Romo withdrew his resignation request.

P. The Board's requests, observations, and recommendations were presented to Gen Kwast on Tuesday, 19 November 2014, and are included in Sections IV of these minutes.

Q. Dr. Howard welcomed any comments from the public. There were no comments.

R. The meeting was adjourned at 2:30 p.m. on Tuesday, 18 November 2014.

Section III: Board Actions

A. The April 2014 BOV Meeting Minutes were approved and signed by Dr. Muriel Howard, Board Chair, on 20 June 2014.

B. **Future Meeting Dates:** The Board approved the next meeting date of 15-16 April 2015. They recommended that at that meeting, a discussion be held to ensure a future meeting is held at AFIT.

C. **Review of Mission Statement, Fiscal Stability, Institutional Policies, and Foundations:** There were no actions taken regarding the university's mission statement, fiscal stability, institutional policies, or foundations.

D. **Board Governance:** The Board reviewed an excerpt from the Robert's Rules of Parliamentary Procedures. The DFO requested all attendees become generally familiar with and follow the spirit of parliamentary procedures.

E. **Board Membership:** Based on historically long membership approval process timelines, DoD and AFI Instruction changes, and projected membership vacancies for 2015, the Board requested validation of departing members and new nominees. They requested a status update of the membership renewal package.

F. **Board Recommendations:** The Board approved all new recommendations which are reflected in Section IV of these minutes.

G. **Closed Meeting:** No portion of the November 2014 meeting was closed.

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

Section IV: Board Requests, Observations, and Recommendations

(Numbering Key: MM/YYYY/##)

A. Agenda Requests:

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

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

Request 11-2014-03: Harness Social Media use throughout Air University.

Request 11-2014-04: Engage in remedial education and training for diversity-of-thought-challenged people. Improve outreach to K-12 education in order to net better prepared and more *de Juris* and *de facto* diverse recruits for the AF.

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

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

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

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

B. Observations:

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

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

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

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

Observation 11-2014-05: Accreditation agencies (CHEA, etc.) need to be more military friendly.

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

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

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

C. Recommendations:

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

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

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

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

Recommendation 11-2014-05: Recommend candidacy for the 163rd Reconnaissance Wing (RW) Formal Training Unit (FTU), March Air Reserve Base, CA. Their mission is to educate and provide initial qualification training to Air National Guard MQ-9 Reaper pilots and sensor operators. The 163rd RW currently averages 60 students per year. They have 12

degreed faculty teaching 6 courses worth 21 semester hours. The initial candidacy visit was conducted on 10 July 2014. The 163rd RW met all candidacy requirements.

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

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

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

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

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

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

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

Section V: Status on Previous Meeting Requests, Observations, and Recommendations as of 18 November 2014 (Numbering Key: MM/YYYY/##)

A. Agenda Requests:

Request 04-2014-01: Discuss force-shaping initiatives and how these affect AU and AFIT programs during the Nov 14 BOV.

AU Response: AFIT is concerned about potential losses of military students, faculty and staff, as a result of the multiple, on-going voluntary and involuntary force-management initiatives. We will provide an update during the Nov 2014 BOV meeting.

[Recommended Action: Re-Worded to Request # 11-2014-07; Closed]

Request 04-2014-02: Ensure force-shaping discussions do not affect students in the pipeline – to include preserving active duty service commitments for graduates.

AU Response: AFIT agrees with this AU BOV request; however, Air Force military force-shaping policy is established by HQ USAF. Students attending Advanced Academic Degree (AAD) programs at the AFIT Graduate School of Engineering and Management and at civilian institutions are not exempt from the various on-going voluntary and non-voluntary force-shaping initiatives. This includes students who are in faculty pipeline school assignments for the US Air Force Academy, AFIT and other AU centers/schools. In some cases, active duty service commitments were waived. We will provide an update during the Nov 2014 BOV.

[Recommended Action: Re-Worded to Request 11-2014-08; Closed]

Request 04-2014-03: Examine how younger students are studying, learning, and retaining knowledge in relation to the advancement of technology.

AU Response: The issue of how generational groups approach learning and technology is one of the most studied topics in academia. Scholars (e.g., Julie Coates, *Generational Learning Styles*) have pointed out that the millennial generation has acquired values and learning styles that are fundamentally different from previous generations. The Millennial generation also is the first generation to be raised in a society characterized by ubiquitous access to information. Air University faculty and staff continue to watch the evolution of how learning styles interact with technology. Moreover, the vast body of literature that has accompanied this evolution continues to grow. After the first rush of enthusiasm over Massively Open Online Courses (MOOCs), higher education has paused to consider the implications for such techniques and methods. While the notion of ubiquitous access to knowledge is an important feature of higher education, it is unclear whether that access results in fundamentally better education. Air University will continue to research and monitor developments in this area. As the Air Force implements its Human Capital Plan, there will be many opportunities for leveraging technology in education and training to

develop Airmen in new ways. Remaining cognizant of and contributing to the on-going research in the field will be essential to the University's success in the future.

[Recommended Action: Closed]

Request 04-2014-04: Host fall 2014 BOV meeting in tandem with Gen Fadok's retirement.

AU Response: The retirement ceremony is scheduled for November 17, 2014.

[Recommended Action: Closed]

Request 04-2014-05: Request a comprehensive review of the Fifth-Year-Interim-Review (FYIR) report during the Nov 14 BOV.

AU Response: AU will provide a complete review of the Fifth-Year-Interim-Review report during the Nov 14 BOV.

[Recommended Action: Closed]

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

AU Response: April 2015 BOV meeting will be held at Maxwell in conjunction with an honorary degree ceremony; Ohio's weather is risky for November meetings. We will consider WPAFB as a meeting location in the future.

[Recommended Action: Open]

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

AU Response: The BOV meets with the CSAF and SECAF annually; the SECAF briefs the SECDEF as required. All FACA committees are separate and distinct and do independent work; a joint meeting with the SECDEF is not required.

[Recommended Action: Open]

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

AU Response: An acceptable sample size is expected at the end of the calendar year. CESG survey results will be provided during the April 2015 BOV meeting.

[Recommended Action: Open]

Request 11-2013-02: The Board would like to see faculty data regarding turn over, recruitment, etc.

AU Response: We will provide a background paper November 2014 board meeting.

[Recommended Action: Closed]

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

AU Response: NCOA beta test data is delayed; phase II will be implemented in November 2014. AU Barnes Center will provide an update / results during the April 2015 BOV.

[Recommended Action: Monitor]

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

AU Response: Concur. The scheduled meeting between AFIT and the NPS was twice postponed. AFIT will provide an update at the March 2015 AFIT Subcommittee meeting.

[Recommended Action: Open]

B. Observations:

Observation 04-2014-01: The board agrees pursuing an exemption for “speedy approval” of requests for non-DOD conferences is essential for faculty development, retention and accreditation.

AU Response: Concur. We appreciate the Board’s support in this matter. Currently, this initiative is garnering Chairman Joint Chief of Staff (CJCS) attention.

[Recommended Action: Closed]

Observation 04-2014-02: If you undermine education, you undermine the foundation of the future.

AU Response: Concur. One responsibility of the USAF is to prepare Airmen for the challenges of tomorrow, not just the realities of today. The future, with its myriad of challenges, is quickly approaching, which means the consequences of undermining education will be swift and severe. We must be resolute and disciplined in our assessment of future educational needs and be prepared to reevaluate the agility of our curriculum and adjust vectors accordingly if needed.

[Recommended Action: Closed]

Observation 04-2014-03: The BOV supports blended learning but a “note of concern” exists for consuming more of Airmen’s time.

AU Response: Concur. AU shares your concern of Airmen’s time as do leaders at all echelons. AU will continue to consider Airmen’s time as blended learning evolves.

[Recommended Action: Closed]

Observation 04-2014-04: Applaud AU for pursuing joint support for non-DOD conference exemption resolution.

AU Response: Thank you; DOD conferences enhance all Services.

[Recommended Action: Closed]

Observation 04-2014-05: Leaders need to better address the use of social media and technology regarding depiction of one’s character, integrity and professionalism.

AU Response: Concur. The issue of integrating social learning and technology with leader development was an integral part of the Professionalism and Ethics Working Group led by HAF A1S. The Roadmap that the Working Group developed was briefed to Gen Rand (AETC/CC) on 3 Sep 2014 (see attached). The Working Group discussed several objectives, goals, and desired effects that would benefit from integrating social learning and social media. Because of the strategic focus of the Roadmap, the group did not want to specify techniques or methods directly related to social media. The Working Group briefing did, however, point out that providing a standardized block of instruction on professionalism for all squadron, group, and wing commanders was an essential step for moving forward. During the Working Group's offsite at Maxwell AFB (19-22 August), the members received a presentation by Lt Col (ret) Michael Hower on social learning and how ACSC leveraged social media tools to support squadron commanders for several years using a student research through the Commander’s Connection project. Several group members expressed interest in the social learning concepts and in Commander’s Connection as a model for future support to serving commanders. Air University recognizes the importance of using all applicable means to deliver education and to sustain graduates after they complete the University’s programs. Taking resource constraints into consideration, the University will continue to leverage all means possible to develop the force with respect to professionalism and ethics.

[Recommended Action: Closed]

C. Recommendations:

Recommendation 04-2014-01: Consider augmenting the 5-week SOS program with a blended learning component to reinforce key learning outcomes.

AU Response: Non-concur. During the PME Transformation briefing, the CSAF directed first level/junior OPME be conducted in-residence only. SOC developed a new 5-week

program with 100% opportunity for active duty captains; the course was approved at CORONA SOUTH spring 2014.

[Recommended Action: Closed]

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

AU Response: Assignment of all Air Force personnel is managed by the Air Force Personnel Center (AFPC). Current Air Force policy directs AAD programs be assigned to positions requiring the AAD in either the first or second assignment following completion of the degree. Management of the STEM workforce in DoD and the Air Force has been the subject of several recent studies by the National Research Council (NRC) of the National Academies. An NRC report of "STEM and Management" graduate education programs at AFIT and the Naval Postgraduate School, released on 30 June 2014, calls for increased emphasis on STEM graduate education. HQ USAF has established a STEM Advisory Council (STEMAC), chaired by SAF/AQR and including representatives from (e.g.) various HQ USAF directorates, HQ AFMC, the USAFA, AFIT, et al. We will present this AU BOV recommendation at the next meeting of the STEMAC and provide an update during the April 2015 BOV.

[Recommended Action: Open]

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

AU Response: Currently, the Enlisted-to-AFIT Program enrolls a very small number of qualified enlisted personnel (e.g., about five or less annually); enrollment is targeted at specific Air Force Specialties. Enrollment and follow-on assignments are based on AF requirements and managed by the Air Force Personnel Center (AFPC). To date, enlisted enrollment has been limited to master's degree programs.

[Recommended Action: Monitor]

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

AU Response: Force shaping policy is established by HQ USAF. HQ USAF has established a STEM Advisory Council (STEMAC), chaired by SAF/AQR and including representatives from (e.g.) various HQ USAF directorates, HQ AFMC, the USAFA, AFIT, et al. We will present this AU BOV recommendation at the next meeting of the STEMAC and provide an update during the April 2015 BOV.

[Recommended Action: Open]

Recommendation 04-2014-05: Reinforce support for the Education with Industry (EWI) program.

AU Response: Concur. The functional management teams for the 11 participating Air Force career fields are actively engaged with AFIT's EWI program management team to determine the requirements for students assigned to participating industry companies. The AFIT Director and Chancellor briefed the EWI program, as part of an AFIT overview briefing to: General Rand, AETC/CC, in March 2014; all of the MAJCOM vice commanders and the HAF A-1, during an April 2014 meeting of the AU Command Board of Advisors; and the SECAF, during a June 2014 orientation visit. We will continue to brief the EWI program to senior leaders, at every opportunity.

[Recommended Action: Closed]

Recommendation 04-2014-06: Decision makers should know what they are organizationally giving-up (losing) as well as what they are gaining when resource decisions are made.

AU Response: Concur. All financial/resource decisions, current and out-years are handled thru a 3-tiered Corporate Process. The AU Group members consist of resource advisors for AU organizations; AU Board members include Deputy Commanders/Commandants and Directors; AU Council members consist of all Commanders/Commandants and AU Directors. Mission requirements to include both funded and unfunded requirements are briefed and prioritized by members at each meeting and recommendations are presented to the AU Council for final approval. A briefing will be provided during the November 2014 meeting.

[Recommended Action: Revised wording to Recommendation 11-2014-12; Closed]

Recommendation 11-2013-04: Recommend AU extends the Senior Non-Commissioned Officer Academy beta test from the sterile environment to the field before proceeding further.

AU Response: Concur. The initial beta testing of the resident SNCOA Advance Leadership Experience (ALE) was highly successful. As a result of lessons learned during the sterile environment beta tests, modifications were made to the course and Phase II beta tests continued through the end of FY14 classes. An update will be provided during the Apr 15 BOV.

[Recommended Action: Monitor]

Recommendation 11-2013-05: Recommend AU conducts an annual event to host a public lecturer. AU requires interaction with civilian agencies to add to the quality of this institution. This event would provide a venue for faculty development while continuing to build the AU brand.

AU Response: Concur. AU hosted the River Region Forum and instituted its first Learning Symposium on 25 September 2014. The forum's intent is to provide opportunities for faculty development, professional and academic information exchange, outreach, and AU

recognition. An executive summary providing details will be available during the November 2014 board meeting.

[Recommended Action: Closed]

Recommendation 11-2013-06: Recommend AU maintains quality as the highest priority even if this means a smaller university is required in order to maintain the highest quality.

AU Response: Concur. As we move forward to the Fifth-Year Interim Review (FYIR) quality remains at the forefront. We will provide an update detailing progress at the Nov 2014 BOV.

[Recommended Action: Closed]

Recommendation 11-2013-11: Develop a strategy that justifies the value that AFIT degreed officers provide to the needs of the Air Force. Going beyond an AFIT-told story, attempt to gather testimonials from sponsors who have benefitted from AFIT graduates. Use the resulting strategy to proactively communicate to Air Force senior leaders the absolute necessity of retaining the AFIT graduate programs as essential to the intellectual needs of the future AF.

AU Response: Concur. During the past six months (Jan-Jul 2014), AFIT has had an unprecedented opportunity to showcase the Institute to Air Force senior leaders, e.g.: March 2014: Orientation for General Rand, the AETC/CC, April 2014: Briefing to all of the MAJCOM vice commanders and the HAF A-1, during a meeting of the AU Command Board of Advisors, June 2014: To most of the Air Force four-star generals, during the CORONA TOP conference at Wright-Patterson AFB, June 2014: To the SECAF, during a three-hour orientation visit to AFIT. On 30 June 2014, the National Research Council (NRC) released its report of a Congressionally-directed study done for the SECDEF: "Review of Specialized Degree-granting Graduate Programs of the DoD in STEM and Management." The report provided a very strong endorsement of AFIT's value proposition; the report has been briefed to the SECAF and CSAF.

[Recommended Action: Closed]

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

AU Response: As an outcome of the on-going Program Objective Memorandum (POM) development process, Headquarters Air Force (HAF), Deputy Chief of Staff, Manpower and Personnel Directorate of Airman Development (A1D) and HQ AETC are reviewing how the

AF establishes, validates and prioritizes its graduate education requirements through the AFERB process. A comprehensive analysis of capacity vs. demand has been directed for each graduate degree program offered by AFIT's Graduates of Engineering and Management. There will be a presentation by AU/CFR on the AFERB process at the November 2014 BOV meeting.

[Recommended Action: Monitor]

Recommendation 11-2013-13: AFIT should begin the strategic planning process immediately, rather than waiting until a deputy director and vice chancellor is hired to begin the process in earnest. Although the HLC's focus was on the graduate education component of AFIT, the strategic plan should address AFIT in its entirety, including the professional continuing education components.

AU Response: Concur. AFIT has developed and implemented a comprehensive, Institute-wide strategic management system. This includes several components: AFIT Instruction 90-101: Strategy Management, Strategic Guidance (2014-2017), 2014 Strategic Management Action Plan, AFIT Strategy Management Council, and the AFIT Strategy Management Dashboard. This has been reported to the HLC and was accepted, closing out the open action item with the HLC.

[Recommended Action: Closed]

Recommendation 11-2013-14: In addition to its current end-of-course surveys, AFIT should begin conducting longitudinal assessments of its programs (both graduate and continuing education) at intervals such as 1, 3 and 5 years to determine the value to its stakeholders including students, short term customers (i.e., agencies requiring certain degree programs and/or short courses), and long term customers (i.e., commands that benefit from post graduate and continuing education but do not sponsor such programs).

AU Response: Concur, in part. Graduate School of Engineering and Management (GSEM): Longitudinal assessments against well-documented outcomes for each graduate academic program are currently accomplished through the GSEM Department of Academic Affairs. The department has built and maintains an e-mail data base of AFIT graduates that can be used to survey graduates at (e.g.) one, three or five years, post-graduation. Each of the GSEM's six academic departments, as well as its six multi-disciplinary research centers have advisory boards that meet periodically (at least annually) to provide feedback and recommendations concerning the structure and content of (e.g.) degree program curricula, research directions and methods of program delivery. School of Systems and Logistics and the Civil Engineer School: In general, it is not practical to do longitudinal assessments for the 20,000-25,000 students who attend Professional Continuing Education (PCE) courses. Most of these courses are very short in duration. Distance learning ("DL") courses average only 10-15 hours of instruction and live/blended-learning courses average 2.5-3 days. The School of Systems and Logistics conducts post-course surveys with graduates and their supervisors six months after course completion; however, assessing the impact of such short courses, taken five (or even three) years ago is virtually impossible. Each school has a board of advisors comprised of senior representatives from the stakeholder communities the school

supports. These advisor boards provide feedback to the schools and recommendations for improving the curriculum in general, as well as individual courses and methods of delivery.

[Recommended Action: Closed]

Recommendation 11-2013-15: AFIT should identify various opportunities for non-appropriated revenue along with any legislative, policy, or regulatory constraints that are currently keeping it from capitalizing fully on those opportunities and forward to AU and above for resolution where possible.

AU Response: Concur. AFIT has secured limited Congressional authority to enroll non-government employees of defense contractors in its graduate degree and certificate programs and in its professional continuing education (PCE) courses. Tuition may be charged and retained at AFIT. Enrollment is currently on a space-available basis and capped at 125 students. AFIT has proposed enabling legislation for the National Defense Authorization Act that would provide broader authority to enroll these non-government, defense-industry students, e.g., removing the cap on enrollments and permitting hiring of adjunct faculty (as long as all associated costs are covered by tuition charges. AFIT has also submitted a Unified Legislation and Budgeting (ULB) proposal to amend AFIT's Title X authority (i.e., TITLE 10, Chapter 901, Part III, Sec 9314(e)) regarding the retention and use of tuition funds. The purpose of this amended law is to provide explicit language that allows AFIT to retain and utilize tuition collected from individuals authorized to enroll in AFIT's degree and continuing education programs who wish to use Tuition Assistance, education benefits from the Department of Veterans Affairs, self-pay means, and scholarship/fellowship programs. The amended law will provide DoD and other government employees with flexibility in funding their graduate or continuing education programs. It will also give AFIT the ability to recover the incremental costs associated with educating these additional students. If enacted, this initiative would be effective in FY2016. AFIT's request is currently being reviewed and staffed at HQ USAF. AFIT currently has the authority to obtain non-appropriated revenue via Cooperative Research and Development Agreements (CRADAs) and grants for research and educational purposes.

[Recommended Action: Monitor]

Recommendation 11-2013-16: AFIT should develop a strategic communications plan which integrates and ties together the various institutional advancement components, thus providing a framework for determining the message for each target audience, identifying the best communications vehicles for delivering those messages, delineating who will deliver that message and at what frequency (with a goal of using AFIT stakeholders as much as possible), and measuring outcomes. Concurrently, AFIT should establish a robust two-way communications process with AU's Institutional Advancement (IA) focal point to enable AU to integrate AFIT's IA activities into the overall AU IA effort, as well as to assure AU branding is incorporated where appropriate into AFIT's IA initiative.

AU Response: Concur. The strategic communication plan has been incorporated as a major focus area within AFIT's recently developed and implemented Strategic Management System.

In addition, AFIT has developed and implemented a totally-reconstructed public website that more effectively communicates to a variety of audiences, including (e.g.): Faculty and staff, Current and prospective students, Research and education program sponsors, and Alumni. In September 2014, the AU Director of Staff designated AU/CFB as the focal point/ OPR (and the 42 ABW/PA as the OCR) for AU IA. AFIT will coordinate its strategic communications plans, initiatives and activities with AU/CFB and 42 ABW/PA. AU's IA initiatives continue to evolve through various venues ensuring inclusion and aiding with branding.

[Recommended Action: Closed]

Recommendation 11-2012-18: Duplication and redundancy continues among the schools and centers in areas such as institutional research, registrar services, technology, etc. There still doesn't seem to be a registrar function that can yield the information regarding the number of students to the commander at any given point in time. The Board believes strong academic leadership is the central point. This issue has been recommended several times over the past several years. The Board is encouraged by some of the recent discussions regarding the Learning Air Force and the centralization of activities; however, the Board remains concerned by the present duplication.

AU Response: Concur. AU employs a deliberately designed, decentralized system to assess academic effectiveness. Center or school program assessment staff adhere to a standardized process defined by HQ AU/CF in both AUI 36-2312, Air University Assessment Programs, and 36-2606, Air University Academic Corporate Process, that functions well. Each organization's activities are directed solely at their own programs. Assessment results are reported to the university's office of Institutional Effectiveness annually where they are analyzed, consolidated and incorporated into a State of the University report. Neither duplication nor redundancy in program assessment nor institutional effectiveness activities exists in the schools, centers or university level. Despite these initiatives, university leaders recognize that the redundant registrar systems remain an impediment; the numerous systems represent potential risks. The project to unify the Information Technology platform across the Air University has been underway for 3-years; it is known as AU REPM 6.0. Phase I of this initiative will culminate November 2014. An update will be provided during the April 2015 BOV meeting.

[Recommended Action: Monitor]

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

AU Response: From 2010 to 2013, and on a limited basis, AU schools have accessed a .com environment via Defense Research and Engineering Network (DREN) Outreach services. It was not a completely satisfactory solution because of the high cost and limited bandwidth. Due to the loss of funding coupled with the bandwidth concerns, this capability was deactivated on 30 September 2013. AU subsequently implemented a pilot test of a wireless broadband 4G Long-Term Evolution (LTE) cellular capability utilizing routers (MiFi

devices) to provide commercial access in mission- critical areas that previously relied on DREN. These devices were procured as a stop-gap solution as AU continues to work with AETC in pursuit of a Global Information Grid (GIG) waiver for commercial Internet services, and studies the options and feasibility of a phased approach to providing AU-wide commercial Internet access. Concurrently, three objectives in the AETC 2012 Transformation Map are to instill a cost-conscious culture, transform learning, and value Airmen's time. In support of the AETC 2014 Strategic Plan, AU A3/6 has requested the addition of a fifth strategic priority, "Acquire and sustain an agile education and training technological environment that promotes continual transformation," that will focus on: providing AETC's education-and-training workforce flexible, reliable and appropriately secure network access as well as agile information technology as a service. As part of the AETC Requirements Working Group led by AETC A5/8, AU A3/6 is requesting advocacy for educational requirements and integrating related initiatives across the command. To date, A3/6 continues investigating and working the waiver request to ensure a permanent solution is in place.

[Recommended Action: Open]

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. A comprehensive briefing will be provided during the November 2014 meeting to ensure the goals established in the QEP are met.

[Recommended Action: Closed]

Section VI: November 2014 BOV Break-Out Session Out-Briefs

Discussion: AU Academic Affairs facilitated four (4) break-out sessions for Board members to levy their expertise and brainstorm ideas to assist AU with answering pressing questions.

1. **Accreditation:** Mr. Jay Warwick, AU/CFD led this session focusing on “The value of regional accreditation to the military university; Fifth-Year Interim Report.” Primary context included:

- Air University is a military institution with a responsibility to remain responsive to emerging operational requirements.
- Air Force functional sponsors perceive accreditation as a barrier to altering PME curricula in ways that prepare graduates to meet current and future challenges.
- The progressively narrowing pool of resident PME candidates as individuals rise in rank results in officers who have multiple Master’s degrees by the time they reach senior or flag ranks with a corresponding devaluation of advanced degrees among senior officers.
- CSAF recently issued a policy that does not require officers to have a Master’s degree until they compete for promotion to Colonel.

Dr. Muriel Howard and Dr. Ricardo Romo out-briefed the following:

- Accreditation offers a “Seal of Quality” – Provides transfer of credit when military members continue their education or exit the military. Provides peer oversight.
- Without accreditation you will not attract nor retain quality faculty.
- Accreditation assures collaboration; bodes extremely well in society at-large.
- 66% of new jobs will require a bachelor’s degree.
- Enlisted educational requirements should equal an AAS; preferably a BS (especially SNCO level).
- Officers should attain a master’s degree as soon as possible; within 5-10 years.
- Bachelor’s preferred for civilian force but is job dependent.
- AU should offer bachelor degrees – partner with civilian schools to come on base.
- AU has to commit to accreditation and involve faculty and staff in drafting compliance.
- STEM demands a good undergraduate program and accreditation assures that.

2. **Character and Ethics:** Dr. Chris Cain, AU/CFA led this session focusing on “Leveraging the University’s intermittent contact with career Airmen to effect cultural change.” Primary context included:

- Recent violations of Core Values and Air Force standards have caused senior leaders to question methods for imparting and sustaining those values and standards.
- The Air Force menu of responses tends to focus on better “training” (e.g., Stand Down Days, course modules, etc.).
- There is a perception that the Air Force is constantly in the spotlight due to increased media scrutiny and the social media explosion.
- This will become a retention issue as the majority of Airmen who value and comply with the standards are subjected to “training” activities for actions they did not commit.

Gen Duncan McNabb and CMSAF Gerald Murray out-briefed the following:

- Ethics need to be viewed under the same prism as safety.
- Airmen cognitively “know” - the challenge that lies is the “will to act”.
- Create a Center for Values and Ethics – ensure ethics and core values are “baked in” at every opportunity.
- Publish an “Ethical Minute” periodically (benchmark from Lockheed).
- Accountability – ensure equitable consequences across spectrum of ranks.

3. **Diversity and Inclusion:** Dr. Shawn O'Mailia, AU/CFA led this session focusing on “The role of education in enhancing Diversity and Inclusion.” Primary context included:

- Air Force Senior Leaders made diversity a priority to attract, recruit, develop and retain a high-quality, talented and diverse total force.
- 12 March 2013, USAF Diversity Strategic Roadmap published.
- Per Air Force Policy Directive 36-70, Diversity, diversity is broadly defined as a composite of individual characteristics, experiences and abilities consistent with the Air Force Core Values and the Air Force Mission. Air Force Diversity includes but is not limited to personal life experiences, geographic background, socioeconomic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity and gender.

Mr. Norman Augustine, Mr. Fletcher Wiley, and Gen Richard Paul out-briefed the following:

- Diversity includes both *de Juris* (color, race, creed, gender, sexual preference) and *de facto* (background and experience).
- Increase focus on more military-civilian integrated classes.
- In order to increase diversity in the future, we need to reach down into K-12 now.
- Diversity of thought is needed.

4. **Beyond Critical Thinking:** Dr. Steven Hansen, AU/CFA led this session focusing on “Beyond Critical Thinking - striving for increased cognitive complexity across the continuum of education.” Primary context included:

- Statements from CSAF and CJCS emphasize the need for military leaders who can think critically, and believe PME is the ideal forum to cultivate this.
- Many colleges and universities are using critical and creative thinking as themes for quality enhancement plans, including the Marine Corps University (MCU).

Gen Ronald Sega and Dr. Benjamin Lambeth out-briefed the following:

- Critical thinking requires discipline and rigor of thought, skills developed through education.
- The USAF (and other Services) cannot afford to lose top talent.
- Encourage risk taking.
- To think critically, one needs to be a problem solver, team player, and believe in the continuous improvement process.

