

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

18 – 21 April 2010 / 0800 – 1700

Open Meeting

Air University Commander's Conference Room (B836)
Maxwell Air Force Base, Alabama 36112



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Dorothy Reed
DOROTHY D. REED, Ph.D.
Designated Federal Officer
11 May 2010

Jack Hawkins, Jr.
JACK HAWKINS, Jr.
Chair, AU Board of Visitors
11 May 2010

Section I: Board Attendance

A. Board Members attending the meeting:

1. Dr. Susan Aldridge
2. Mr. Norman Augustine
3. Mrs. Mary Boies
4. Gen Charles Boyd, USAF, Ret
5. Maj Gen Kenneth Clark, ANG, Ret
6. Maj Gen Stephen Condon, USAF, Ret
7. Ambassador Gary Cooper, Maj Gen, USMC, Ret
8. Dr. Don Daniel
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. Vice Adm Daniel Oliver, USN, Ret
21. Maj Gen Richard Paul, USAF, Ret
22. Brig Gen Clifton Poole, USA, Ret
23. Maj Gen Ron Segal, USAF, Ret

B. Members of the AU BOV absent:

1. Dr. Terry Alfriend
2. Rev William Beauchamp
3. Adm Vern Clark, USN, Ret
4. Mr. Henry Fong
5. CMSAF Gerald Murray, USAF, Ret
6. Dr. Bill Segura
7. Dr. Eugene Spafford

C. Air University and other personnel attending the meeting:

1. Lt Gen Allen Peck, AU/CC
2. Maj Gen Maurice Forsyth, AU/CV
3. Dr. Bruce Murphy, AU/CF
4. Maj Gen Robert Kane, Spaatz Center/CC
5. Dr. John Shaud, AFRI/CC
6. Brig Gen Teresa Djuric, Holm Center/CC
7. Brig Gen Walter Givhan, AFIT/CC
8. Brig Gen Anthony Rock, Spaatz Center/CV
9. Col James Galloway, Eaker Center/CC
10. Col Charles Johnson, Barnes Center/CC
11. Col Kris Beasley, 42 ABW/CC
12. Col Benjamin Hulsey, AU/DS
13. Col Anthony Zucco, AU/A4/6
14. Lt Col Timothy Albrecht, CCAF/CC
15. CMSgt Byre McMillon, AU/CCC
16. Dr. Dorothy Reed, AU/CFA
17. Dr. Phil Chansler, AFSO21
18. Dr. Hank Dasinger, Barnes Center
19. Mr. Jeff Geidner, Barnes Center
20. Mr. Lloyd Wilson, AU/CFR
21. Dr. Jeff Luzius, FRIC Director
22. Mrs. Lori Law, AU/FM
23. Dr. Shawn O'Mailia, Holm Center
24. Mrs. Diana Bunch, AU/CFA
25. LT Stephanie Brown, NPS
26. Mr. Joe Panza, AU Foundation
27. Mr. Ray White, AU Foundation

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

Section II: Board Activities and Discussions

A. The AU BOV meeting convened at 0800 on 19 April 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 23 February 2010 (Vol.75, No. 35). 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 and Lt Gen Allen Peck presented new Board member certificates to Maj Gen (ret) Kenneth Clark and Dr. Rufus Glasper. In addition, Gen Peck presented Dr. Dorothy Reed with the Meritorious Civilian Service Award.

C. After introductions and meeting overview, Dr. Hawkins congratulated Gen Peck and Air University for the strong "town and gown" relationship with the local community. Dr. Hawkins stated this positive relationship is a result of a long line of commanders that have worked hard for this relationship. Dr. Hawkins then called upon Dr. Bruce Murphy to provide the Board with a status update of the previous meeting recommendations. After which, Dr. Hawkins relinquished the floor to Gen Allen Peck, Commander of Air University, for his State of the University address. Topics discussed with the Board included:

(1) Force Management: 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 Air Force has AFSCs that are overmanned while, at the same time, are insufficiently manned in critical, stressed, and growing Air Force Specialty Code requirements. As a result, the Air Force is seeking to size and shape the force based on mission requirements consistent with our authorized end-strength ceiling.

(2) Budget Outlook: Gen Peck discussed the initial distribution funding data with breakout information concerning educational major program changes and AETC initial distribution data.

(3) Leadership Update and Organizational Changes with AU: Gen Peck provided an overview of each of the AU centers, initiatives, and upcoming events.

(4) Authorities Evolution: Gen Peck discussed the balance of operating AU within the military and university culture. He stated most issues have resolved themselves from the recent reorganization; however, two questions remain concerning the curriculum oversight and the AD faculty hiring and promotions. The Board expressed concerns with moving away from the AU Chief Academic Officer responsibilities. Gen Peck stated the process was still being studied and requested the Board discuss this issue during their respective working groups in the afternoon and provide feedback. [Note: Refer to Section VI, Working Groups Agendas and Summaries for further discussions and feedback).

D. Air University (AU) Foundation: Mr. Ray White, AU Foundation President, provided an overview of the foundation to include information concerning financial holdings, typical grants, and major initiatives for their organization.

E. 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, 19 April 2010, the Board participated in four working groups focused on the following functional areas: academic affairs, technology, research, and institutional advancement. Working group meeting summaries are provided in Section VI. In addition, each working groups provided an outbrief of their session to the full Board on Tuesday.

F. School/Faculty Presentation. The Secretary and the Chief of Staff of the Air Force named July 2009 – Jul 2010, *Year of the Air Force Family*. The Year of the Air Force Family will provide leaders at all levels a vehicle to communicate information and data to Airmen, family members, surrounding communities and DoD audiences on the variety and scope of programs offered by the Air Force. In response to this initiative, AU established a Wing Commanders’ Spouses’ Course in 2010. The goal of this course is to prepare AF senior officers and equivalent civilian spouses with practical exercises and a personal development tool while making them aware of available AF resources and perspectives regarding their role as an AF command leader spouse. Course information and student feedback was discussed during this BOV meeting. Additionally, the Board would like to thank Mrs. Lynn Peck for sharing her experience and involvement with the Wing Commanders’ Spouses’ Course.

G. Air Force Institute of Technology (AFIT) Overview: Brig Gen Givhan provided the Board a short overview of AFIT. Topics included a brief history, graduate and professional continuing education and the roles of the AF-level centers organized under AFIT. Gen Givhan also profiled several research projects and laboratory facilities.

H. Maj Gen (ret) Condon, the Chair of the AFIT Subcommittee, provided a subcommittee outbrief to the full board for review and discussion. The subcommittee meeting minutes are reflected in Section VII and the approved recommendations are reflected in Section III of these minutes.

I. The Board’s requests, observations, and recommendations were presented to Gen Peck on Tuesday, 20 April 2010, and are included in Sections III and IV of these minutes.

J. Dr. Hawkins asked for concluding remarks. There being none, the meeting was adjourned at 5:30 p.m. on 20 April 2010.

Section III: Board Actions

A. November 2009 BOV Meeting Minutes. The Board approved the November 2009 BOV Meeting Minutes.

B. Future Meeting Dates. The Board approved the next meeting date of 14-17 November 2010 to be held at Maxwell AFB AL. The Board also approved holding a future meeting at the Air Force Institute of Technology (AFIT), Wright-Patterson AFB OH. At a date yet to be determined.

C. Air Force Institute of Technology (AFIT) Subcommittee. The Board approved the AFIT Subcommittee meeting minutes as written.

D. Board Structure Ad Hoc Committee. The Board approved the working groups meet again in November 2010 before making their recommendation concerning the addition of functional subcommittees.

E. Community College of the Air Force. The Board concurred with the following CCAF actions:

(1) CCAF limit the Associate-to-Baccalaureate (ABC) schools to 50 and the General Education Mobile (GEM) schools to 30.

(2) CCAF limit the number of degree programs to 15 for the ABC program.

(3) CCAF change the Phase II and III medical course credit from 30 to 45 contact hours for awarding of academic credit.

(4) Affiliation status for the 39th Information Operations Squadron and the Candidacy status for the 105th Airlift Squadron.

(5) CCAF degree program changes (e.g., adding Aircraft Structural Maintenance Technology and discontinuing Survival Equipment) to the catalog.

F. Status on Previous Board Requests, Observations, and Recommendations. The Board approved Section V of these minutes as written.

G. 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

(Grouped by Center)

(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.

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.

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.

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.

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.

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.

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.

C. AFRI:

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

D. **LeMay Center:** No new 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.

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.

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

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

F. **Barnes Center:**

Recommendation 04-2010-9: 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 CCAF prior to METC's application for affiliation during the November Board meeting.

G. **Holm Center:** No new items.

H. **AFIT:**

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

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.

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 and make recommendations for modification, if necessary, by the March 2011 BOV AFIT Subcommittee meeting.

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.

Request 04-2010-05: The Board requested AFIT (working with AFRI and AFRL) develop a set of metrics that convey 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.

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.

Observation 04-2010-02: The AFIT Subcommittee was very impressed with the concept of operations for the 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.

Recommendation 04-2010-14: The Board recommended that the CSE, while maintaining its advocacy role, increase emphasis on collaboration, consultation, and education.

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

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.

I. Other Schools/Organizations: No new items.

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

*(Grouped by Center)
(Numbering Key: MM/YYYY/##)*

A. AU Commander:

Request 11-2009-01: Given the changing nature of higher education and evolving nature of the Air Force, the Board would like a presentation on the long-range (10 years) vision and strategic plan for the educational programs of Air University.

AU Response: Concur. During the April 2010 meeting, the Board was provided information concerning the strategic plans for Air University. [Recommended Action: CLOSED]

Recommendation 11-2009-01: After lengthy discussions, the Board recommended AU continue to move forward in developing application for Level V status with the Southern Association of Colleges and Schools (SACS) and continue development of the curriculum for a SAASS PhD/doctoral degree with the purpose of meeting an Air Force need for advanced strategists. The Board also approved the continuance of the Ad Hoc Committee to assist AU with this process.

AU Response: Concur. AU submitted the application for Level V status with SACS and will continue to update the Board as information is received from SACS. [Recommended Action: CLOSED]

Request 11-2009-02: Air University has begun to move from a “.mil” to an “.edu” environment for most of its information technology activities. The Board supports this migration as appropriate to the mission of AU and requests that status be again updated at the next Board meeting.

AU Response: Concur. The .edu implementation status was discussed with the Future Learning and Technology Working Group. AETC and AU categorized the requirements into two areas: collaboration environment and less restrictive Internet browsing (to include standard desktop configuration). AU continues, while working through the AETC Chief Information Officer and staff, to explore options to provide network solutions that give the University the infrastructure to support and accomplish our education mission. [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 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. AU recommends we compare distance learning and resident effectiveness using the ACSC program and provide the results when available. [Recommended Action: OPEN]

Recommendation 04-2008-08: The Board believes the current Bachelor's degree opportunities may be sufficient and recommends AU review the requirement and benefit to adding other avenues towards Bachelor's degrees.

AU Response: Concur. The requirement and benefit of AU offering a Baccalaureate degree continued to be reviewed and AU will provide the Board updates, as available. [Recommended Action: CLOSED]

C. AFRI Center:

Request 11-2009-03: The Board requests a more formal description of "research" entities and how they connect into AU organizations, differences in mission (if any), and where synergy and memorandums of understanding do or do not exist.

AU Response: Concur. The major AU research entities are located in three primary organizations; the Spaatz Center, AFRI, and the Air Force Institute of Technology. The goal is to integrate research efforts. The AU Research Board with its supporting working group is where research integration takes place and synergies are identified. [Recommended Action: CLOSED]

D. **LeMay Center:** No remaining "OPEN" items.

E. Spaatz Center:

Recommendation 11-2009-03: The Board recommends that thoughtful consideration be given to the selection process so that the value of attending the SAASS core program not be diminished for selectees who are not pursuing the PhD/doctoral track and that the proposal be vetted with experts in the field, internally (AU) and externally (other institutions and organizations) as appropriate.

AU Response: Concur. The PhD proposal was reviewed by internal and external experts in the field and updated as appropriate. [Recommended Action: CLOSED]

Request 11-2009-04: In reference to the AU PhD/doctoral program, the BOV requests a report at the April meeting on progress made pursuant to the assignments curriculum issue.

AU Response: Concur. AU applied for a Level V designation through SACS in April 2010 for review at the June 2010 SACS meeting. Next step will include a visit by a SACS team (if authorized), approval of the Secretary of Education based upon the recommendation of the National Advisory Committee on Institutional Quality and Integrity (NACIQI), and

congressional notification. AU has begun working the NACIQI documents and process.
[Recommended Action: CLOSED]

Recommendation 11-2009-04: Recommend CSAT measure and look for more opportunities to explicitly share the impact it is having on AF technology investment strategy with AF leadership, thus strengthening the reputation of AU for providing solutions to AF challenges.

AU Response: Concur. CSAT has expanded its briefings to Air Staff leadership concerning their research projects and emerging technology. CSAT is also exploring the possibility of providing similar presentations to AF major commands. [Recommended Action: CLOSED]

Recommendation 11-2009-05: Recommend CSAT look for more opportunities to partner with AFIT technology centers in furthering the strategy and technology linkage given the co-location of AFIT and AFRL at Wright-Patterson AFB, a CSAT-AFIT partnership could enhance a continuing and more frequent interface between AU and AFRL.

AU Response: Concur. AU believes there is substantial benefit for the various centers within AU to coordinate respective objectives and projects and explore where synergies exist and mutual support would be beneficial. In addition, AFIT representatives attended the Research Working Group of the BOV in April 2010. [Recommended Action: CLOSED]

F. Barnes Center:

Recommendation 11-2009-06: The subcommittee recommended the AU leadership to continue to strongly support efforts to secure funding for a new physical fitness facility at Gunter for support of the enlisted professional military education programs.

AU Response: Concur. AU is continuing options to improve the base-wide physical fitness facility in addition to reviewing options for a Barnes Center Field Activity Leadership Center. [Recommended Action: CLOSED]

Request 11-2009-05: The shortfall of available resources in support of enlisted PME (EPME) distance learning and the nuclear initiative was another item of concern to the subcommittee. In addition to urging Air University support for funding, the subcommittee requests continual updates on this issue.

AU Response: Concur. The EPME distance learning was discussed during the Academic Affairs Working Group of the BOV in April 2010. [Recommended Action: CLOSED]

Recommendation 11-2009-07: The subcommittee recommends the “Candidacy” status for the 85th Engineering Installation Squadron, Keesler AFB MS.

AU Response: Concur. [Recommended Action: CLOSED]

Recommendation 11-2009-08: The subcommittee recommends the “Candidacy” status for the 12th Operations Group-Det 1, Randolph AFB TX.

AU Response: Concur. [Recommended Action: CLOSED]

Recommendation 11-2009-09: The subcommittee recommends the “Candidacy” status for the Air Force Special Operations Training Center, Hurlburt Field FL.

AU Response: Concur. [Recommended Action: CLOSED]

G. Holm Center:

Request 11-2009-06: The Gold Bar Program and a new opportunity created to take the AFOQT at the 3-year point were exciting programs which the subcommittee requested to have rebriefed in the spring 2010 meeting when additional data will be available.

AU Response: Concur. A detailed paper was provided to the Board during the April 2010 meeting. Gold Bar members made over 7000 contacts to provide information on the opportunities available to go to college and become an officer in the US Air Force. Also, AU recommends all cadets take the AFOQT but only use the scores for flying position applicants and allow college academic standards to become the discriminator for earning a line commission in the Air Force. [Recommended Action: CLOSED]

Recommendation 11-2009-10: The subcommittee recommended AU leadership continue to strongly support efforts to secure funding for a new dormitory in the Officer Training School complex.

AU Response: Concur. The Holm Center has a requirement for a 120 room, \$19.1M dormitory on the OTS Complex. This will eliminate overcrowding, increase training effectiveness, reduce facility deterioration, and restore surge capability. [Recommended Action: CLOSED]

H. AFIT:

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 at 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 to 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]

Request 04-2009-08: The AFIT Center for Cyberspace Research has been designated by the USAF as a Center of Excellence. The Subcommittee applauds the Center for this recognition. However, centers do not obtain or maintain excellence merely by being so named--effort must be expended to remain at that level in quality of research and recognition of that status by those outside of the organization. The Subcommittee requests that AFIT provide an update at the next meeting on the efforts being taken to maintain the status of the center as one of excellence.

AU Response: Concur. CCR has been designated a "Center of Excellence" (CoE), by the National Security Agency (NSA) and the Department of Homeland Security (DHS). The formal title of the designation is as a "Center of Academic Excellence in Information Assurance," or CAE. The designation is based on program criteria that those organizations, not AFIT or CCR, established. NSA and DHS conduct a rigorous evaluation of applicants for their CoE program. The 10-element evaluation includes items such as faculty qualifications, educational content of academic programs the center supports, research productivity (technical publications, patents, presentations), student achievements (theses/dissertations and their impact, participation and performance in national exercises), academic and professional outreach, and facilities. Once a center has been named a CoE, it must undergo re-evaluation and reaccreditation in order to retain that designation. NSA and DHS first designated CCR as a national CoE in 2002. CCR was reaccredited in 2005 and again in 2008. Their next accreditation review will be in academic year 2013-14. Furthermore, in 2008, NSA and DHS formed a new CoE designation, the Center of Academic Excellence in Information Assurance Research (CAE-R), to recognize those universities which excel in research (based on DHS and NSA articulated standards). In 2009, the CCR applied for and was awarded CAE-R status. Their next accreditation review for this designation will be in academic year 2014-15. [Recommended Action: CLOSED]

Recommendation 04-2008-04: The AFIT Subcommittee recommends that the AFIT Commandant place increased emphasis on reaching the senior leadership of the MAJCOMs and COCOMs to communicate AFIT's value and direction and to institute regular communication with these commands.

AU Response: Concur. AFIT has continued to emphasize the interaction with senior leaders across DoD. In 2008, there were 41 meetings. In 2009, there were 97 meetings. One of AFIT's goals for CY2010 is to develop a strategic communications plan that will continue to emphasize and track outreach from AFIT. Recommend closing this item as it will be integrated into Recommendation 04-2009-07. [Recommended Action: CLOSED]

Request 04-2008-10: The AFIT School of Systems and Logistics conducted a program analysis on the education needs of USAF scientists, engineers, acquisition managers, contracting personnel, logistics readiness personnel, and maintenance personnel. The analysis identified a need to link certain intermediate courses to initial skills courses and to create or redesign courses in each career field to meet requirements. To maintain effectiveness, the continuous review and determination of course requirements would be overseen by a Distinguished Review Board consisting, as a minimum, of senior leaders from SAF/AQR, SAF/AQC, SAF/AQX, USAF/A4, and HQ AFMC. The AFIT Subcommittee fully supports this initiative of the AFIT School of Systems and Logistics and requests an update on the status at the next meeting of the subcommittee.

AU Response: Concur. AFIT/LS has continued to increase both the number and quality of its contacts with high-level representatives of its sponsoring activities. The school has established effective, continuing contacts with and oversight by senior personnel representing SAF/AQR, SAF/AQC, SAF/AQX, USAF/A4, and HQ AFMC. Rather than set up a new, senior-level review board, the school was able to leverage the existing SAF/AQ Tools and Training (T2) structure to provide regular reviews and guidance of its technical and acquisition courses, an arrangement that has not only resulted in better oversight and better requirements identification, but also the procurement of funding for numerous new course starts.

The dean of the school and his representatives began an energetic and effective program to contact, update, and receive guidance from individual senior leaders within the Air Force in areas supported by our curriculum. This included, but was not limited to, contacts with leaders at SAF/AQR, SAF/AQC, SAF/AQX, USAF/A4, HQ AFMC, AFMC/EN, ASC, and AFRL. Notably, this has included the dean gaining entry to the Air Force Acquisition Leadership Forum, where he has been able to establish additional opportunities to both update our senior customers and receive guidance and direction from them. In addition, the school, through contacts with senior leaders in USAF/A4L, successfully conducted wall-to-wall curriculum reviews of all courses in its logistics and sustainment portfolio, ensuring the accuracy of relevancy of that program. [Recommended Action: CLOSED]

I. **Other Schools/Organizations:** No remaining “OPEN” items.

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.

Location: Fairchild Research Information Center (AU Library)

BOV Members:

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

AU Advisors:

- Dr. Dorothy Reed, AU Sponsor
- Maj Gen Robert “Rob” Kane, Commander, Spaatz Center
- Colonel Charles “Wade” Johnson, Commander, Barnes Center
- Colonel John Carter, Vice Commander, Spaatz Center
- Lt Col Timothy Albrecht, Commander, Community College of the Air Force
- CMSgt Brye McMillon, Command Chief, Air University
- Dr. Steve Chiabotti, SAASS
- Mr. Mike Clowers, AU Plans and Programs
- Dr. Hank Dasinger, Barnes Center
- Mr. Jeff Geidner, Barnes Center
- Mr. Ernest Howard, LeMay Center
- Dr. Bart Kessler, Spaatz Center
- Mr. Jonathan Klaaren, AU Faculty Manager
- Dr. Jim Larkins, Dean, Community College of the Air Force
- Dr. Richard Lester, Eaker Center
- Dr. Jeff Luzius, Director of the Fairchild Research Information Center
- Dr. Chuck Nath, Holms Center
- Dr. Matthew Stafford, Spaatz Center
- Dr. Glen Spivey, Spaatz Center
- Mr. Lloyd Wilson, AU Registrar

Designated Federal Officer: Mrs. Diana Bunch

Overall Meeting Summary:

The working group was pleased with the opportunity to meet with the various centers concerning the academic issues for the university. The working group will continue their review of the purpose statement (as outlined in the meeting agenda) and provide a revised purpose statement prior to or during the November 2010 meeting.

Request 1: Provide the AU BOV a copy of the Air Force level (J-7) response to the ACSC faculty/student ratio.

Request 2: The AU Commander briefed the proposed changes in curriculum reviews and faculty hiring and during the working group meeting, the members further discussed these changes to include what authority level should set the standards, delegation of authority, consultation with the AU Chief Academic Officer, etc. The working group requested an opportunity to meet again for further discussion. After which, the group will present their recommendations to the full Board for presentation to the AU Commander.

Request 3: Review carefully the progress of METC in meeting academic requirements for accreditation so that Air Force personnel maintain their ability to earn associate degrees in the health professions. The Academic Affairs Working Group is concerned about the delay of the candidacy request to November AU BOV meeting.

Recommendations:

Recommendation 1: Since AFIT is uniquely (within AU) accredited by North Central Association of Colleges and Schools, special consideration should be given to their requirements when applying policies general to AU, particularly to governance and academic administration. (Purpose of the observation is to give the AU Commander “cover” to treat AFIT differently from other AU schools when deemed desirable to ensure accreditation).

Recommendation 2: The Board provides their highest level of support for a broader definition of Administratively Determined (AD) faculty and recommends Air University use the language in the DOD Instruction.

Recommendation 3: AU continue work toward the Ph.D. approval by submitting National Advisory Committee on Institutional Quality and Integrity NACIQI questionnaire to gain Department of Education approval.

Recommendation 4: 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 Board including how each academic unit is implementing the QEP.

Recommendation 5: The AF Chief of Staff and Secretary of the Air Force should do all possible to maintain the on-line Masters’ Degree Program (OLMDP).

Recommendation 6: AU should continue to develop and resource a robust distance-learning program (e.g., the OLMDP platform) to support AU educational programs for enlisted and officer training to include active duty, guard, and reserve personnel.

Recommendation 7: AU should preserve the Air and Space Basic Course and consider including non-line officers as mandatory participants.

Recommendation 8: AU seek “university-wide” efficiencies in distance learning, and in other systems with particular emphasis on enlisted courses.

Recommendation 9: Concur with CCAF’s recommendation to limit the ABC schools to 50 and the GEM schools to 30. Also, recommend the Board concurs with limiting the number of degree programs to 15 for the ABC.

Recommendation 10: Concur with changing the Phase II and III medical course credit from 30 to 45 contact hours.

Recommendation 11: Concur with the Affiliation status for the 39th Information Operations Squadron and the Candidacy status for the 105th Airlift Squadron.

Recommendation 12: Approve CCAF degree program changes (e.g., adding Aircraft Structural Maintenance Technology and discontinuing Survival Equipment) to the catalog.

Meeting Points:

- Level V Application: Submitted to SACS in April 2010 for review at the June 2010 SACS meeting. Next step will include a visit by a SACS team, approval of the Secretary of Education based upon the recommendation of the National Advisory Committee on Institutional Quality and Integrity (NACIQI) and congressional notification.

- AD Legislation: Air University would like to broaden the legislation which allows the Secretary of the Air Force to hire civilian faculty members (US Code Sec 9021, Title 10, Subtitle D, Part II, Chapter 873). AU previously submitted a proposal to broaden this legislation, but it was tabled because of the possible impact on other DOD educational institutions. The Office of the Joint Chiefs of Staff (J7) is now reviewing the opinions of DOD schools as to how this legislation should read. The Air University Commander recently recommended that the DODI language above be used since it will cover all components of Air University including the library, the AF Research Institute, the schools of less than 10 months, AU Headquarters academics, and perhaps others.

- QEP: The QEP dictates that the focus of curricular interventions in the first year of Phase I is the junior enlisted and officer student population (Community College of the Air Force, Officer Training School, and Squadron Officers College). During this period, Air University has exceeded the Plan’s targets for curriculum development and delivery. Phase II schools (Senior NCO Academy, Air Command and Staff College, and Air War College) have also made significant strides.

- CCAF: Update concerning policy changes, Associate-to-Baccalaureate (ABC) & General Education Mobile (GEM) Programs, request for Affiliations and an update on the Medical Education and Training Campus (METC).

- Officer Education: The Air and Space Basic course was completely revised to provide Airmen expeditionary skills within the context of 21st Century warfare, honing the minds and bodies of its students to meet the unique requirements of today's security environment. Squadron Officer School was transformed into a graduate-level, executive leadership seminar carefully aligned to its students' leadership challenges and the need for constant learning growth in this important developmental area. The online master's program (OLMP) is now the benchmark for distributed learning professional military education. This globally-accessible, student-centered education provides higher-order thinking within the context of the warfighting profession. In January 2010, the Air Force decided to leverage the success of the existing OLMP and began to offer more tailored, expanded, professional education opportunities to mid-level captains under a new "concentration" construct.

- Enlisted Education: The enlisted education mission is to train, educate, and graduate America's enlisted Airmen in skills and competencies that enhance their ability to accomplish the Air Force mission. Discussions included current distance-learning curriculum areas and requirements to support the transformation of distance learning. The Barnes Center would like to take advantage of the great work AU has accomplished in expanding the reach and effectiveness of DL programs garnered in the OLMP platform.

- Faculty: The Chairman of the Joint Chiefs of Staff (CJCS) Instruction 1800.01D, *Officer Professional Military Education Policy (OPMEP)*, states that reasonable student-to-faculty ratios are essential to quality instruction. The standard established for Intermediate Level Colleges is 4:1. The March 1996 OPMEP stated this ratio as a "goal." However, in the next revision the wording was changed from a "goal" to a "standard." ACSC's adherence to this standard is reviewed as a part of the CJCS' Process of Accreditation of Joint Education (PAJE) and also through data provided as a part of an annual report submitted to the Deputy Director, Joint Staff, for Military Education (J-7). ACSC's "November 2009 Joint Professional Military Education" (JPME) annual report to J-7 reflected 510 students and 116.5 faculty members for a ratio of 4.39:1. In response to this report J-7 noted that ACSC continues in noncompliance with the 4:1 faculty-to-student OPMEP standard and tasked ACSC to provide J-7 an action plan by 15 May 2010 that includes milestones to bring ACSC into compliance with the OPMEP standard. ACSC is working with AF/A1D and AFPC to prepare the response because A1D establishes student quotas and AFPC provides the manpower for instructors.

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.

Location: AU A4/6 Conference Room (Bldg 941)

BOV Members: Maj Gen (ret) Dick Paul, Vice Chair
Dr. Stephen Fritz
*Dr. Terry Alfriend, (unavailable to attend meeting)
*Dr. Bill Segura, (unavailable to attend meeting)
*Dr. Gene Spafford, Chair (unavailable to attend meeting)
Dr. Susan Aldridge
Dr. Mildred Garcia

AU Advisors: Col Anthony Zucco, AU Sponsor
Ms. Candace Akerson, AU Education Logistics and Communications
Dr. Steve Hansen, AU Academic Affairs Office
Lt Col Mike Hower, Squadron Officer College
Mr. Ted Jackson, AU Associate Registrar
Dr. Sallie Johnson, Learning Technology Working Group Chair
Mr. Doug Miller, LeMay Center Representative
Mr. Mike McKim, Spaatz Center Representative
Mr. Greg Sharpe, AFRI Representative
Dr. Andrew Stricker, AU Education Logistics and Communications
Col Donald Tharp, Future Learning Task Force Chair
Maj Gerald Yap, Commander of 42nd Communications Squadron
Ms. Martha Stewart, FRIC Representative
Dr. Les Campbell, Barnes Center Representative
Dr. Kim Combs-Hardy, Holm Center Representative

Meeting Recorder: Dr. Shawn O'Mailia

Overall Meeting Summary:

Magnitude of this overall initiative is huge with many issues and challenges, but it's essential to pursue for AU's future. In the working group's view, this is the platform for future in-residence and distance learning programs, and thus pursuing this path is mandatory, not optional, if AU is to be able to achieve its vision. In that context, we certainly believe this area merits continued attention and support by the AU Board of Visitors.

Request: BOV leadership consider allocating an hour or so for a presentation on this topic by the AU staff at a future meeting. The Task Force concludes its work this summer, such that results would be available to review with the BOV as soon as the November 2010 meeting.

Meeting Points:

Learning Technologies. The working group was encouraged by and endorses the centralized effort for pursuing and advancing learning technologies and innovations across AU on an enterprise basis. Initiatives such as the LT&I Task Force, the LTWG, the interactions of the LT and IT communities, the Learning Technology and Innovations corporate structure, and the visits to and collaboration with other entities outside of AU are all definitive steps in pursuing this enterprise approach, and as these initiatives mature, will undoubtedly raise the AU enterprise to a higher plateau and provide across-the-board enhanced capability for delivering enhanced learning. Additionally, we observed a good team of people assembled to execute these initiatives with strong leadership.

Administrative Systems. The working group was encouraged by and endorses the centralized and enterprise approach for administrative systems, and the planned migration to a service-oriented enterprise architecture. Furthermore, the working group noted the necessity of pursuing such an approach to replace the various legacy systems from a cost standpoint in the context of reduced resources, e.g., the inadequate supply of both programmers and infrastructure to continue operating, upgrading, and maintaining these legacy systems as time continues.

ACSC OLMP. The working group noted the importance of continuing the ACSC OLMP (On-Line Masters Program), which provides the backbone for interactive distance learning that allows faculty-student interaction in an asynchronous manner. Continuing this program has greater implications than providing a masters degree to a set of students who might otherwise not have that opportunity; in a more strategic sense, it represents the direction that AU wants to move in terms of distance-learning technology for other centers/schools. The OLMP provides a leverage opportunity to lift other schools out of the “sending a box of books” approach to distance learning, and has allowed the spin-off of some small pilots with other centers like the Barnes Center.

AU.edu initiative. The working group noted the importance of continuing to examine alternatives for migrating AU in its entirety to a .edu network with small enclaves of .mil access when needed. While such a solution has both cost and AF policy implications, migrating AU to .edu will remove obstacles for collaboration and unrestricted research, and will move AU closer to a university environment.

AU Learning Technology and Strategic Planning by Col Don Tharp

- Col Tharp chairs a Future Learning Task Force that AU/CC commissioned last summer.
- Task Force is examining holistic approaches for leveraging learning technologies and methods to enhance learning and instruction across all of AU.
- Task Force concludes its work this summer, and will provide at least two outputs: (1) a strategic plan for pursuing learning technologies in an integrated manner, and (2) organizational alternatives for an AU Learning Technology organization that will examine keeping the IT component (or network infrastructure) and the LT component in the same organizational entity but with some improvements, versus standing up an LT staff organization separate from the IT staff.

- Key element of the Task Force is a LT Working Group with representation from all the centers/schools in which learning technologies and innovations are collectively examined and postulated for meeting needs from an enterprise perspective.

AU Technology Governance by Col Zucco

- Presentation dealt with some of the governance mechanisms being implemented to pursue learning technologies from an enterprise perspective.
- These mechanisms included:
 - An architecture characterized by the integration and interaction of IT, or the information and network systems infrastructure, and Learning Technologies, or LT, to provide the foundation for enterprise-wide delivery of enhanced education and learning.
 - A 3-tier Learning Technology and Innovations corporate structure consisting of a council comprised of the various AU center commanders and staff directors, a board comprised of the vice commanders and staff deputy directors, and a coordination working group that synthesizes and coordinates inputs and perspectives from a Council of Deans representing the faculty, the LTWG consisting of the various LT leads from the various centers/schools, and the LTWG.
 - Various communications and collaboration initiatives with local/regional/national universities (including intra-AU communications/collaboration) and with various DOD/government agencies.

Education Management Systems by Mr. Fred Hoff, AU/A6

- Addressed administrative systems used for management of student activities throughout life cycle of their involvement in full spectrum of AU courses and programs, from enrollment and admissions through graduation.
- Reviewed the family of legacy systems developed to date.
- Described current initiative to get out of these college-based, somewhat stove-piped legacy systems and go to an enterprise architecture that is more service-oriented and based on business processes that are common to multiple schools and multiple AU educational offerings.

Central Enrollment by Mr. Ted Jackson

- Described initiative to provide one admissions/enrollment point for AU using a service-oriented architecture.

AU.edu Initiative by Candace Akerson

- Reviewed some of the restrictions of the .mil network.
- Status of AU.edu short-term solution that has been implemented to provide a web-based collaboration environment as well as less restrictive internet browsing.
- Some of the continuing challenges of that implementation from a longer-term perspective.

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.

Location: HQ FM Conference Room, Bldg 836, 2nd Floor

BOV Members: Mr. Norm Augustine, Chair
Ambassador Gary Cooper
Dr. Jack Hawkins, BOV Chair
*Mr. Henry Fong (unavailable to attend meeting)

Mrs. Mary Boies
Dr. Tito Guerrero
Dr. Ron Segal

AU Advisors: Colonel Benjamin Hulsey, AU Sponsor
Dr. Bruce Murphy, AU Chief Academic Officer
Brig Gen Anthony Rock, Commander, Air Command and Staff College
Colonel Antonio Douglas, Director of Financial Management
Colonel Steven Griswold, Spaatz Center
Lt Col Michael Coleman, Director of Public Affairs
Ms. Lynis Cox, Deputy Director of Public Affairs
Mr. John Kongable, AU Legal Office

Meeting Recorder: Mrs. Lori Law

Overall Meeting Summary:

The working group discussed various topics to include university branding, graduates/alumni, budget and funding outside normal channels, communication, and honorary degree nominations.

The working group suggested the purpose statement for this group be comprised of the following issues:

- Relationships: Branding, Community, graduates/alumni, communication, honorary degree.
- Finance: Expenditures, budget and funding outside normal channels, such as AU. Foundation, gifts to government and grants.
- Strategic Planning.
- Facilities.

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

Recommendations:

Recommendation 1: The working group provided the BOV with two recommendations for the 2010 Honorary Degree program. The working group also suggested the ceremony be conducted during the November 2010 AU BOV meeting.

Recommendation 2: AU continue to pursue reinstatement of the on-line master's degree program, as a platform for future distance-learning initiatives.

Meeting Points:

- Financial: The AU Financial Manager provided an overall of the FY10 budget and projected FY11 reductions.

- Branding: Working Group agreed that it is important to get the AU presence out to the world.

- Private Funding: As a federal entity, Air University faces constraints on its authority to pursue or accept funding from non-federal sources to support its operations. There is authority under Title 10, US Code sections 9314 and 9417, for the Air Force Institute of Technology and the Air War College to solicit and accept research grants from scientific, literary or educational institutions or foundations.

- There is also authority for Air University to accept gifts from outside sources under Title 10, US Code section 2601 and related AF instructions. Based upon the terms of the donor, some gifts may be limited to use by Air University for specific activities such as research.

- Honorary Degree Program: The working group reviewed the nominees for the 2010 Honorary Degree program and provided two names to the AU BOV for recommendation to the AU Commander. The working group also suggested the AU History Office prepare a list of worthy AU Alumni who could possibly be considered for the honorary degree.

Request: Working Group would like to receive a copy of the meeting minutes of the next AU Research Board.

Meeting Points:

- AFRI has become the executive agent for all AU research departments, as well as a significant research force in its own right. Its strength includes having a robust capability to articulate “policy narrative” across the DoD. About 80 total personnel. About 15 core researchers.
- AFRI includes responsibility for the AU Press, as well as some 130 Research Fellows across many civilian and military educational institutions.
- Four categories of AU research: student, faculty, directed and sponsored
 - Student: Education is focus. Topics are mostly sponsored, current and relevant. Contribution to “body of knowledge” not particularly important.
 - Faculty: Tied to academic discipline and/or nation/security issues. Sabbaticals sponsored by AFRI. Partner with AWC, ACSC, SAASS, and AU Centers.
 - Directed: SECAF, CSAF, AETC/CC, AU/CC, HAF/DCSs (e.g. Ft Hood analysis).
 - Sponsored: “Educate, inform, influence” (e.g. Sarah Sewell, Integrating Civilian Consequences: The USAF and Collateral Damage Mitigation).
- AFIT is not in the same non-technical research category and is somewhat research independent from typical AU campus research activity. Collectively, however, AFIT joins all other departments under the AFRI executive representation model.
- Research Interaction: Global outreach, DoD, and sister services.
- Publication: Technology becoming ever more important as a way to “push” results to interested customers and consumers of research.
 - Directories -- .mil vs .edu -- DTIC -- Terabytes of storage
 - Achieves -- Facebook -- Web Links -- Books
 - Journals -- Newspapers

Other Topics Discussed:

- Historical research versus predictive research.
- Leadership research.
- Independence to research, publish.
- AD hiring.
- Poor student writing skills stifle potential.
- How do independent research, academic freedom, AF doctrine and classroom education relate to one another?
- What are the output metrics of AU research?
- Manning shortfalls.
- Policy review process impacts.

Section VII: AFIT Subcommittee Meeting Minutes

AIR UNIVERSITY (AU) BOARD OF VISITORS (BOV) 44th AIR FORCE INSTITUTE OF TECHNOLOGY (AFIT) SUBCOMMITTEE MEETING MINUTES

**8 – 10 March 2010 / 0800 – 1700
AFIT Commander's Conference Room
Wright-Patterson AFB, Ohio**



**Section I: Subcommittee Attendance
Section II: Subcommittee Discussions
Section III: Subcommittee Requests, Observations and Recommendations**

Section I: Subcommittee Attendance

A. Subcommittee Members attending the meeting:

- (1) Maj Gen Stephen P. Condon, Ph.D., USAF, Ret
- (2) Dr. Kyle T. Alfriend, Ph.D.
- (3) Vice Adm Daniel Oliver, USN, Ret
- (4) Maj Gen Richard Paul, USAF, Ret
- (5) Maj Gen Ron Sega, Ph.D., USAF, Ret

B. Members of the Subcommittee absent:

- (1) CMSgt Karl Meyers, USAF, Ret
- (2) Dr. Eugene Spafford, Ph.D.

C. AF Institute of Technology attending the meeting:

- (1) Brig Gen Walter D. Givhan, Commandant
- (2) CAPT Timothy Duening, USN, Vice Commandant
- (3) Dr. Marlin Thomas, Dean, Graduate School of Engineering & Management
- (4) Dr. Adedeji Badiru, Head, Department of Systems Engineering and Management
- (5) Dr. Stephen Chambal, Director, Center for Operational Analysis
- (6) Dr. Jeff Cochran, Head, Department of Operational Sciences
- (7) Col David Cribb, Associate Dean, Graduate School of Engineering and Management
- (8) Dr. Nathaniel Davis, Head, Department of Electrical and Computer Engineering
- (9) Dr. Nancy Giles, Head, Department of Engineering Physics
- (10) Col Lisa Harrington, Dean of Students
- (11) Dr. Alan Lair, Head, Department of Mathematics and Statistics
- (12) Dr. Brad Liebst, Head, Department of Aeronautics and Astronautics
- (13) Col Barry Mines, Dean, Civil Engineering and Services School
- (14) Col John Paschall, Acting Director, Air Force Center for Systems Engineering
- (15) Dr. Heidi Ries, Dean for Research
- (16) Lt Col Joseph Wedding, Director of Staff
- (17) Dr. Paul Wolf, Associate Dean, Graduate School of Engineering & Management
- (18) Prof Charlie Youther, Associate Dean, School of Systems and Logistics

D. Designated Federal Officers attending the meeting:

- (1) Mrs. Diana Bunch, Air University
- (2) Mrs. Lori Law, Air University (Observing)

Section II: Subcommittee Discussions

A. Maj Gen (ret) Condon called the meeting to order, thanked Brig Gen Givhan and the AFIT staff for their hospitality, and provided introductions of the Subcommittee members. Mrs. Diana Bunch, the Federal Advisory Committee Act Designated Federal Officer was present throughout the meeting.

B. Brig Gen Givhan briefed the below revised mission statement for the Air Force Institute of Technology (AFIT) along with the school's 2010 goals.

Provide defense-focused technical graduate and continuing education, research, and consultation to advance air, space, and cyberspace power for the Nation, its partners, and our armed forces.

The Subcommittee proposed adding a qualitative modifier, for example, superior, to the mission statement.

In addition, Gen Givhan provided the status for each of the previous meeting recommendations.

C. Dr. Marlin Thomas, Dean of the Graduate School of Engineering and Management Research, provided a tour of three laboratory facilities (bldgs 168, 194, and 470) scheduled for base demolition and two laser laboratories located in buildings 640 and 644.

D. During the afternoon sessions, the Subcommittee was briefed on the events and issues concerning the School of Systems and Logistics, the Civil Engineering School, and the Air Force Center for Systems Engineering. At the end of the day, the Subcommittee reviewed the AFIT Wright Memorial Chapter Air Force Association awards and provided their recommendations to AFIT.

E. On Tuesday, 9 Mar 10, Dr. Marlin Thomas briefed the Subcommittee on the academic programs, research activities, and strategic direction of the Graduate School of Engineering and Management. The Subcommittee also received updates from the Departments of Math and Statistics, Operational Sciences, and the Center for Operational Analysis.

F. The Subcommittee participated in two separate discussion groups with faculty and students. The feedback from these two sessions was discussed with the AFIT Commandant concerning matters under his cognizance.

G. The Subcommittee reviewed the Department of the Navy/Department of the Air Force Memorandum of Agreement (MOA) and NPS/AFIT Memorandum of Understanding (MOU) during the meeting with the AFIT Commandant and the NPS President present and found the documents to still be relevant.

H. Subcommittee Requests, Observations, and Recommendations are contained in Section III of these meeting minutes.

Section III: Subcommittee Requests, Observations and Recommendations

A. Continuity of Leadership:

Background. Most academic institutions of the caliber of AFIT have a full-time position that is accountable to the president/commandant for the overall academic excellence of the institution. This full-time position has various titles, depending on the institution, but is frequently called Provost or Chief Academic Officer. In addition, this position at AFIT would offer the opportunity to provide continuity in leadership at the top of the organization at times when the commandant position becomes vacant or when a change in leadership is made. AFIT has designated the Dean of the Graduate School of Engineering and Management as the Chief Academic Officer, but this responsibility is in addition to the already demanding duties of dean. The AFIT Subcommittee is of the opinion that AFIT needs to have a person devoted full-time to the job of "Chief Academic Officer" or "Provost". The current organizational structure includes such a position, but it is currently vacant.

Recommendation. The AFIT Subcommittee recommends that the AFIT Commandant fill the full-time civilian "Chief Academic Officer" position.

B. Vacancies in Military Faculty Billets:

Background. Several of the AFIT departments have a relatively high percentage of military faculty billets unfilled at any given time. As an example, the Department of Operational Sciences within the Graduate School of Engineering and Management has 16 military positions, with only 7 of them filled currently. This situation is further exacerbated across AFIT by the demands of faculty deployments. The Navy has addressed the augmentation deployment portion of this issue by scheduling deployments before or after controlled tours, except under extraordinary circumstances.

Recommendation. 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.

C. Department of the Navy/Department of the Air Force MOA Review:

Background. As part of its visit, the Subcommittee reviewed, with AFIT leadership, the Department of the Navy/Department of the Air Force MOA signed by former Secretaries of each service, and it appears that compliance with the MOA is faithful in the main. Nevertheless, the Subcommittee believes that the MOA and associated MOU should be reviewed periodically by the President of NPS and the Commandant of AFIT.

Observation. The AFIT Commandant and NPS President will review the MOA and NPS/AFIT MOU and make recommendations for modification, if necessary, by the March 2011 BOV AFIT Subcommittee meeting.

D. Graduate School of Engineering and Management Research Facilities Update:

Background. The subcommittee was provided the opportunity to tour three EN laboratory facilities which are on the Base demolition list:

- o Bldg 168: RADAR Cross-Section Lab / Anechoic Chamber (ENG)
- o Bldg 194: Engineering Physics (ENP) laboratories
- o Bldg 470: Nuclear research (ENP), and Research Equipment Fabrication Facility (ENW)

Clearly, these (and perhaps other) facilities are sub-optimal with regard to design, material condition, HVAC, and adequacy and compatibility of space required for current and future AFIT missions.

Recommendation. 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.

E. Air Force Research Institute (AFRI) and Air Force Research Laboratory (AFRL) Interactions:

Background. AFIT has recently undertaken discussions with AFRI regarding collaborative opportunities on research efforts, and has had a long relationship with AFRL in terms of synergies and mutual support in areas such as adjunct professors, thesis sponsorships, technical facility sharing, and other topics of mutual interest. To gain insight into the robustness of these relationships on a continuing basis, it would be useful if the AFIT Subcommittee could review a standard set of metrics at its regular annual meetings.

Request. AFIT (working with AFRI and AFRL) develop a set of metrics that convey 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.

F. Laboratory Capacity:

Background. Laboratory capacity to meet AFIT needs is important and providing some additions to the infrastructure appear to be needed. As one example, the need for replacement of an anechoic chamber was identified. Anechoic chambers are also operated by AFRL on Wright-Patterson AFB. "Co-locating" a proposed, new AFIT-sponsored chamber in close proximity to existing facilities could enable "shared" use of equipment (such as signal generators and diagnostics) and could improve reliability of operations of these laboratories. The interaction of engineers, scientists, and technicians in these organizations could also be enhanced by "co-location" of significant laboratory resources.

Recommendation. AFIT explore the synergies available with existing laboratories such as those in AFRL when considering the expansion of laboratory capacity to meet AFIT needs.

G. Center for Operational Analysis:

Background. The Subcommittee was briefed on the Department of Operational Sciences (AFIT/ENS) and the Center for Operational Analysis (COA), in turn, and the interrelationship of these two organizational entities.

Observation. The Subcommittee was very impressed with the concept of operations for the 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 Subcommittee sees a potential opportunity to expand the application of tools and techniques in various operational environments throughout the Department of Defense.

H. Center for Systems Engineering:

Background. According to the MOA between AETC, AFMC, and AFSPC, dated 15 Dec 2003, the purpose of the Center for Systems Engineering is "to serve as a Center of Excellence to advocate, consult, construct, publish processes/practices, and educate/influence all areas and activities with the systems engineering processes within the Air Force". The four major roles of the Center are:

- o Advocacy – Promulgate and document case studies of SE implementation during concept definition, acquisition, and sustainment.
- o Collaboration – Provide means for collaborative SE work efforts across the Air Force, Navy, Army, Marine Corps, OSD, industry, professional organizations, and academia.
- o Consultation – Assist organizations in obtaining SE expertise for Advisory Boards and review Panels.
- o Education – Provide a forum to shape the academic curriculum for SE education across the Air Force.

The CSE has focused primarily on advocacy and has performed numerous case studies that have provided the systems engineering community with a good set of lessons learned. The real measure of the success will be the extent to which CSE impacts the application of systems engineering across the Air Force. For this to happen, CSE will need to exercise the full set of its assigned roles.

Recommendation. The Subcommittee recommends that the CSE, while maintaining its advocacy role, increase emphasis on collaboration, consultation, and education.

Observation. The Center for Operational Analysis may provide a good model for the Center for Systems Engineering for interaction within and outside of AFIT.

I. Energy Systems:

Background. Energy is becoming increasingly important to the Department of Defense to enable future, “more electric force”, operations such as directed energy weapons and reducing cost of operations both in the United States and overseas. The energy systems of importance to DoD on the electric side, will in many cases, also intersect with cyber/information technology in areas such as future secure electric grids needed on our bases and in the battlespace. An example of a discipline that will be increasingly important in this energy space is Power Engineering. National workforce studies have identified critical skills that would be needed in the future. Power Engineering was identified as one of these critical skills and the pipeline for future technical talent in this area has been reduced over the last few decades.

Recommendation. 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.

J. The Subcommittee’s requests, observations and recommendations will be presented to the Air University Board of Visitors during the 19-20 April 2010 meeting held at Maxwell AFB, AL.

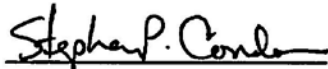
K. The next AFIT Subcommittee meeting will be held on 6-9 March 2011 at Wright-Patterson AFB, OH and the following future meeting dates are provided for planning purposes:

12 – 13 March 2012

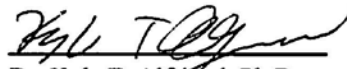
11 – 12 March 2013

10 – 11 March 2014

9 – 10 March 2015



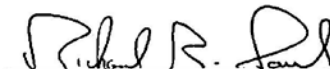
Maj Gen (ret) Stephen P. Condon, Ph.D.
Chair, AFIT Subcommittee



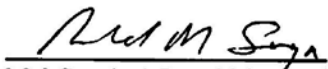
Dr. Kyle T. Alfriend, Ph.D.
Subcommittee Member



Vice Admiral (ret) Daniel Oliver
Subcommittee Member



Maj Gen (ret) Richard Paul
Subcommittee Member



Maj Gen (ret) Ronald Segal, Ph.D.
Subcommittee Member