

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

10 July 2013 / 1:00 – 3:00 pm  
Open Meeting  
Commander's Conference Room (B800)  
Maxwell Air Force Base, AL 35112

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 of Visitors members, if they disagree with the majority position, are encouraged to submit Minority Statements and, when submitted, they are attached to the final Board of Visitors' report for consideration by the Department of the Air Force.



NORMAN R. AUGUSTINE  
Chair, Air University Board of Visitors  
July 22, 2013

- Section I: Board Attendance
- Section II: Board Activities and Discussions
- Section III: Board Requests, Observations, and Recommendations

## **Section I: Board Attendance**

### **A. Board Members attending the meeting:**

1. Mr. Norman Augustine
2. Mrs. Mary Boies
3. Dr. Rufus Glasper
4. Dr. Muriel Howard
5. Gen Duncan McNabb, USAF, Ret
6. Dr. Ann Millner
7. Maj Gen Richard Paul, USAF, Ret
8. Dr. Ricardo Romo
9. Maj Gen Ron Sega, USAF, Ret
10. Mr. Fletcher Wiley

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

1. Gen Charles Boyd, USAF, Ret
2. Ambassador Gary Cooper, Maj Gen, USMC, Ret
3. Dr. Benjamin Lambeth
4. CMSAF Gerald Murray, USAF, Ret

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

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| 1. Lt Gen David Fadok, AU/CC           | 8. Col Stewart Price, Barnes Ctr/CC              |
| 2. Maj Gen Walter Givhan, AU/CV        | 9. Col Jeff Smith, SAASS/CC                      |
| 3. Brig Gen Robert Thomas, Holm Ctr/CC | 10. Col Wayne Straw, SOC/CV                      |
| 4. Dr. Bruce Murphy, AU/CF             | 11. CMSgt Tim Horn, AU/CCC                       |
| 5. Dr. Todd Stewart, AFIT/CL           | 12. Dr. Chris Cain, AU/CFA                       |
| 6. Mr. Allen Peck, AFRI/CL             | 13. Mr. William Nicholas, CCAF                   |
| 7. Col John McCain, Eaker Ctr/CC       | 14. Mrs. Diana Bunch, Designated Federal Officer |

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

A. The Air University (AU) Board of Visitors (BOV) meeting convened at 1:00 p.m. on 10 July 2013 in the AU Headquarters' Conference Room at Maxwell Air Force Base, AL. Mr. Norman Augustine chaired the meeting. The meeting was open to the public and was advertised in the Federal Register on 19 June 2013 (Vol. 78, No. 118). Mrs. Diana Bunch, Designated Federal Officer for the Board, was present during the meeting and a quorum was met. This meeting was conducted via a conference call.

B. This meeting was scheduled due to the cancellation of the April 2013 meeting. The purpose of this meeting was to allow the BOV committee an opportunity to discuss the recent activities of the university.

C. At the start of the meeting, Ms. Cheryl Harkness, SECAF Personnel Office, administered the Oath of Office to finalize the reappointment process for several members.

D. Mr. Norman Augustine welcomed two new members (General (ret) Duncan McNabb and Dr. Ricardo Romo) to the committee.

E. Mr. Augustine invited Lt Gen David Fadok, AU Commander and President, to discuss the latest activities of the university.

F. Gen Fadok thanked the committee for their commitment to Air University particularly in these turbulent times. Gen Fadok stated the university learns a great deal from the Board's council. Gen Fadok briefed the following topics during his discussion with the board:

1. Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Notification: AU was required to notify SACSCOC that AU was not in compliance from January through April due to the appointment delay of the board's membership. However, AU provided a follow up to SACSCOC in April stating the university was back in full compliance and there are no further actions expected from the accrediting agency.

2. Sequestration Impacts: Gen Fadok discussed how sequestration has impacted the university in areas such as course cancellations and reductions, civilian furlough, reduction in funds, and the significant reduction in faculty development. Gen Fadok stated there are very serious concerns about the long term viability of the university if sequestration extends into FY14 and beyond.

3. PME Transformation Updates: Gen Fadok provided an update on the transformation efforts for officer and enlisted PME programs. He added this transformation expands home-base education and that PME is to be pursued and valued. In addition, the transformation efforts must be cost neutral. Gen Fadok will provide more details during the fall meeting scheduled in November 2013.

4. Medical Education Training Campus (METC): Mr. William Nicholas provided an update regarding the METC's recent site visit. Mr. Nicholas stated that all affiliation requirements have been met for METC and recommends the BOV endorse affiliation status for METC.

5. Honorary Degree Nomination: The Board discussed an honorary degree nomination and provided their endorsement for the nominee and a ceremony in the fall of 2013.

G. After much discussion among the board regarding the above topics, the Board expressed concern for the consequences associated with the sequestration actions and agreed to summarize these concerns in a letter to the Secretary of Defense and the Secretary of the Air Force. In addition, Mr. Augustine provided the following lessons learned as to how to deal with change:

- *Need to have a strategy and realistic goals.* You can't solve today's problems piece meal. You have to look at the big picture
- *Make major changes quick.* People can stand change; they can't stand uncertainty
- *Take care of your best people.* That is your biggest asset. Take care of people even if you take losses elsewhere.
- *Don't get eaten by ducks.* Thousands of reasons not to do something. Keep the big picture in mind, take the little hits, and keep working toward your goal.
- *Do things that you wouldn't normally do.* People realize the status quo isn't going to work anymore.
- *Remember there is still a business to run.* While you are making all the changes you still have a business. Making changes isn't a part time job. Put teams together to figure out how to do things better.

H. The Board's recommendations are included in Sections III of these minutes.

I. Mr. Augustine welcomed any comments from the public. There being none, he asked for additional comments. There being none, the meeting was adjourned at 2:40 p.m. on Wednesday, 10 July 2013.

### **Section III: Board Requests, Observations, and Recommendations**

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

A. Recommendations:

**Recommendation 07-2013-01:** The board recommended affiliation status for the Medical Education Training Campus.

**Recommendation 07-2013-02:** The Board endorsed the proposed nominee and ceremony for the Honorary Degree program.