

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

18 November 2013 / 0800 – 1630

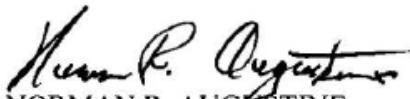
19 November 2013 / 0800 – 1300

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 members are encouraged to submit Minority Statements if they disagree with the majority position, 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, AU Board of Visitors

December 24, 2013

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Section I: Board Attendance

A. Board Members attending the meeting:

1. Mr. Norman Augustine
2. Mrs. Mary Boies
3. Gen Charles Boyd, USAF, Ret
4. Ambassador Gary Cooper, Maj Gen, USMC, Ret
5. Dr. Rufus Glasper
6. Dr. Muriel Howard
7. Dr. Benjamin Lambeth
8. Gen Duncan McNabb, USAF, Ret
9. Dr. Ann Millner
10. CMSAF Gerald Murray, USAF, Ret
11. Maj Gen Richard Paul, USAF, Ret
12. Dr. Ricardo Romo
13. Maj Gen Ron Segal, USAF, Ret
14. Mr. Fletcher Wiley

B. Members of the AU BOV absent: None.

C. Members of the Academic Affairs Subcommittee attending the meeting:

1. Col Robert Beasley, USAF, Ret
2. Dr. Stephen Fritz

D. Air University and other personnel attending the meeting:

1. Lt Gen David Fadok, AU/CC
2. Maj Gen Jocelyn Seng, AU/MA
3. Maj Gen Brian Bishop, Spaatz Center/CC
4. Brig Gen Thomas Deale, ACSC/CC
5. Brig Gen Robert Thomas, Holm Center/CC
6. Dr. Bruce Murphy, AU/CF
7. Dr. Todd Stewart, AFIT/CL
8. Mr. Al Peck, AFRI/CL
9. Col Mark Czelusta, SOC/CC
10. Col Roland Van Deventer, Eaker Center/CC
11. Col Jefferson Dunn, Barnes Center/CC
12. Col Trent Edwards, 42 ABW/CC
13. Col John Groff, LeMay Center/Acting CC
14. Col Mark Ramsey, 42 ABW/CV
15. Col Jill Singleton, LeMay Center
16. Lt Col Michael Artelli, CCAF/CC
17. Lt Col David Huxsoll, AU/PA
18. Lt Col Jennifer Suarez, 42FSS/CC
19. Dr. Chris Cain, AU/CFA
20. Mr. John Carter, Spaatz Center
21. Dr. Steve Hansen, AU/CFA
22. Dr. Richard Lester, Eaker Center
23. Dr. Jeff Luzius, AU/AUL
24. Dr. Shawn O'Mailia, AU/CFA
25. Dr. Brian Selmeski, Spaatz Center
26. Ms. Sophie Ryan, AU/CFA
27. Mr. JR Breeding, CCAF/DEA
28. Mr. William Nicholas, CCAF/DEC
29. Mrs. Diana Bunch, Designated Federal Officer
30. 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 18 November 2013 in the AU Headquarters' Conference Room at Maxwell Air Force Base, AL. Mr. Norman Augustine chaired the meeting. Mr. Augustine informed the Board members that this formal 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.

B. Board Reappointments: Mrs. Tonda White, 42ABW Personnel Office, administered the Oath of Office to finalize the reappointment process for all Board members in attendance.

C. Opening Comments: Mr. Augustine opened the meeting thanking all members for their dedication to the Air Force and their commitment to Air University during these austere budget constraints. He welcomed two new Board members: Gen (ret) Duncan McNabb and Dr. Ricardo Romo. Mr. Augustine explained the importance of transparency in reference to Board membership and accreditation concerns; he then defined the new structure of the Board. He expressed the Board's desire to reappoint subcommittee members back to the committee as vacancies permit.

Mr. Augustine expressed disappointment in the lack of a response from the Secretary of the Air Force concerning a letter the Board authored and sent forward. He also voiced concern over the recent impacts of sequestration on the Board, cancellations of Board meetings, and effects on accreditation. Mr. Augustine stated the number one goal is to maintain the quality of the institution and he hopes that Air Force leadership will provide local leadership flexibility.

Mr. Augustine commented on the changes in higher education and that AU is different but similar in many ways. Reduced federal budget, advancements in technology for academic institutions, and the ability of other nations to deliver education will make it more difficult to attract high quality students and even more difficult for universities to keep high quality faculty.

D. AU Commander and President's Discussion: Lt Gen David Fadok opened his discussion by thanking the Board and promulgating Air University's staff turnover, to include the upcoming retirement of Dr. Bruce Murphy, Vice President for Academic Affairs. Gen Fadok provided an overview of three of the university's focus areas and invited the AFIT director to present a study

1. Officer and Enlisted Professional Military Education Transformation: Gen Fadok addressed AU's plan to operationalize the Air Force vision for education. He summarized the MAJCOM commanders' agreement of the transformation plan citing it as "good news" replacing the "one size fits all" approach to learning with personalization, yet maintaining a core curriculum.

2. Sequestration and Impacts of the Government Shutdown: Gen Fadok discussed the recent impacts of sequestration actions such as furlough and government shutdown. Gen Fadok stated the university could sustain impacts for the short term but he has significant concerns of long-term impacts. He is concerned long-term budget constraints will affect accreditation, sustainability, and faculty development. The Board engaged in a lengthy discussion concerning faculty development. The Board is very concerned over the significant decrease in the opportunities for faculty members to present research and published papers at other peer institutions and conferences.

3. Civilian Faculty Review: Last year, a comprehensive review was conducted yielding zero issues and paving a way ahead.

4. National Research Council: Dr. Todd Stewart, AFIT Director, provided an update on the current study titled “Review of Specialized Degree-Granting Graduate Programs of the DoD in Science, Technology, Engineering, Mathematics (STEM) and Management.

E. Vice President for Academic Affairs Discussion: Dr. Bruce Murphy addressed the Board thanking them for their support during his tenure. He introduced the Academic Affairs team and the following academic topics were discussed in detail:

1. PME Requirements Review; Fifth-Year Interim Report; Faculty Senate initiative: Dr. Chris Cain, Chief of Academic Affairs, provided the latest update on PME, briefed progress on the FYIR, and discussed the most recent developments for the Faculty Senate initiative.

2. Academic Program Review Report: Ms. Sophie Ryan, Chief of Institutional Effectiveness, provided a report on the university’s academic assessments.

3. Continuum of Education Strategic Guidance Survey Results: Dr. Shawn O’Mailia, Chief of Curriculum and Policy Integration, led a substantial discussion on the five (5) core continuum pillars and the low survey response rate.

4. Quality Enhancement Plan (QEP): Dr. Brian Selmeski, Chief of Plans, Culture and Language Center and Director of the QEP discussed the progress of the QEP and received much praise from the Board regarding the content, delivery and timelines of the plan.

5. Community College of the Air Force (CCAF): Lt Col Michael Artelli, Commandant, provided an update of CCAF’s 2014-2016 General Catalog and status of affiliated schools.

F. Seminar Tours: The Board split into groups on Tuesday morning each visiting an academic program to learn more about specific course offerings and their latest developments. The Board was provided an opportunity to speak with faculty and students and received a facility tour.

G. Strategic Outreach: Lt Col David Huxsoll, AU Director of Public Affairs, discussed the university’s strategy for Strategic Engagement. The Public Affairs Strategic Engagement aims to favorably shape perceptions of AU in national media and among key opinion leaders.

H. AFIT Subcommittee Out-brief: Maj Gen (ret) Richard Paul, the Chair of the AFIT Subcommittee, provided a subcommittee out-brief to the full board for review and discussion. The subcommittee meeting minutes are reflected in Section VI and observations and the approved recommendations are reflected in Section IV of these minutes.

I. Honorary Degree Nomination: The Board discussed honorary degree nominations and provided their endorsement for a nominee.

J. Departing Board Members: Gen Fadok awarded Gen (ret) Charles Boyd, Ambassador Gary Cooper, and Dr. Stephen Fritz the Commander's Public Service Award for exceptionally meritorious service in duties of great responsibility.

K. The Board's requests, observations, and recommendations were presented to Gen Fadok on Tuesday, 19 November 2013, and are included in Sections IV of these minutes.

L. Mr. Augustine welcomed any comments from the public. There were no comments.

M. The meeting was adjourned at 1:00 p.m. on Tuesday, 19 November 2013.

Section III: Board Actions

- A. The July 2013 BOV Meeting Minutes were approved and signed on 11 August 2013.
- B. Future Meeting Dates. The Board approved the next meeting date of 14-15 April 2014 and suggested the meeting be held at either one of the technical training centers or AFIT.
- C. Review of Mission Statement, Fiscal Stability, Institutional Policies, and Foundations. The Board reviewed the fiscal stability and institutional policies and recommendations, if any, are listed in Section IV of these minutes.
- D. Academic Policies (e.g. faculty hiring, curriculum, program changes). The Board reviewed various academic issues and recommendations, if any, are listed in Section IV of these minutes.
- E. Board Membership Changes. Based on the projected membership vacancies for 2014, the Board requested the Academic Affairs Subcommittee be cancelled and its members reappointed as committee members. The Board unanimously elected Mr. Fletcher Wiley as the Chair Elect.
- F. Bylaws. The Board reviewed the Bylaws and the only content changes are reflected in the update of current subcommittees.
- G. Board Recommendations. The Board approved all new recommendations which are reflected in Section IV of these minutes.
- H. Closed Meeting. No portion of the November 2013 meeting was closed.
- I. Assessment with AU Commander and President. The Board officers 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 11-2013-01: Brief CESG survey results again once an acceptable sample size is obtained.

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

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

B. Observations: The following comments and observations were provided during Board discussions:

- Education is key during times of reduction and should be protected; consider placing education at a higher reporting should the AF reorganize.
- Applaud efforts to seek support from MAJCOM commanders for the transformation initiative-- excited to see the interaction between Air National Guard, AF Reserves, and active duty members.
- Impressed with faculty and applaud the QEP progress.
- Commend staff on their high level of morale during these difficult times.
- Beta testing should be extended for the SNCO Academy.
- Concerned about how SACS will view the funding reductions.
- Expressed disappointment on requirement to send hundreds of students home without graduating due to government shutdown.
- Local management should be afforded the ability to manage.
- AF basic doctrine needs to be continually reviewed and revised.
- Blackboard is a great LMS but costs are on the rise; it may be time to view other business models.
- Accreditation will become a bigger issue in the near future; particularly as AU gets closer to the Fifth-Year Interim Report.
- Faculty are impacted by furloughs, salary freezes, reduction in faculty development - outside influences will try to attract high quality AU faculty; it will take very few losses to impact the university and will take years to overcome.

Observation 11-2013-01. AFIT has identified and/or is implementing a number of initiatives which, while driven by dramatically reduced budgets, should be retained even in an eventual environment of restored or increased budgets. Examples observed by the subcommittee: for the Graduate School of Engineering & Management, bundling or harmonizing degree programs with related professional certification courses (e.g., acquisition certification) to reduce TDY costs and more efficiently utilize student time (being examined); for the School of Systems & Logistics, tailoring short courses on a customer-by-customer basis for on-site delivery to these customers, versus bringing students TDY to AFIT for a one-size-fits-all course offering (being implemented); for the Civil Engineer School, making more extensive use of web-based and distance learning offerings to customers to reduce TDY costs, with a goal of additional distance learning utilization while retaining a core of residence programs, and using an optimum mix of each (being

implemented). The subcommittee applauds these initiatives and encourages AFIT to share them at the AU and AETC levels.

Observation 11-2013-02. The subcommittee applauds these initiatives because of their relevance in helping to tell the AFIT story to the broader stakeholder community, and to illustrate the utilization and reach of AFIT graduates via post-graduation assignments throughout various agencies and organizations within the DOD community. Continuation and strengthening of these initiatives is fully consistent with AFIT's Institutional Advancement initiative, and can play an important role in telling the AFIT story during this fiscally constrained environment.

Observation 11-2013-03. Throughout the two-day visit, the subcommittee repeatedly noted the debilitating effect that the OMB directive is having on the mission. Attendance at non-government conferences, such as professional associations, is critical for faculty and graduate students to maintain proficiency, meet needs associated with professional advancement, interchange technical information (tech transfer) throughout the broader technical community, and advance the state of the art. The subcommittee recognizes that extensive efforts to eliminate or soften this restriction have already been pursued by multiple stakeholders across the government technical community, thus leading the subcommittee to document the concern in the form of an observation as opposed to a recommendation.

C. Recommendations:

Recommendation 11-2013-03: Recommend SECAF provides AU maximum flexibility in command decision over use and allocation of funds by new wording or new exception in policy. Interaction with civilian academic institutions and agencies in the form of meeting and conference attendance to present published papers and research and to pursue faculty development is critical to maintaining a high quality academic institution.

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.

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.

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.

Recommendation 11-2013-07: The Board recommended candidacy status for the 49th Operations Group.

Recommendation 11-2013-08: The Board recommended candidacy status for the 436th Operations Support Squadron.

Recommendation 11-2013-09: The Board recommended disaffiliation status for the 118th Operations Group.

Recommendation 11-2013-10: The Board recommended cancellation of affiliation in lieu of realignment for the Combat Readiness Training Center.

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 leadership the absolute necessity of retaining the AFIT graduate programs as essential to the intellectual needs of the future Air Force.

Recommendation 11-2013-12: Use the AFIT value proposition to influence, through AU, AETC, and the SECAF, a broad review of the 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.

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.

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).

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.

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 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.

Section V: Status on Previous Meeting Requests, Observations, And Recommendations as of 19 November 2013

(Numbering Key: MM/YYYY/##)

A. Agenda Requests:

Request 11-2012-12: The Board would like to devote the next meeting to the theme of “Lessons Learned in Making Change.” The Board will share their experiences and lessons learned with AU leadership regarding funding restrictions and personnel reductions.

AU Response: Concur. During the July 2013 meeting, the Board provided AU with “Lessons Learned in Making Change.” [**Recommended Action: CLOSED**]

Request 07-2012-08: The Higher Learning Commission (HLC) identified four recommendations to be addressed by AFIT. AFIT is to report the actions taken to the HLC by December 2012. Request a summary of the report of HLC recommendations to the AFIT Subcommittee at the time of submission to the HLC.

AU Response: Concur. AFIT provided a progress report to the Higher Learning Commission in December 2012 and provided a detailed discussion to the AFIT Subcommittee during the July 2013 meeting. [**Recommended Action: CLOSED**]

Request 07-2012-09: The AFIT Subcommittee reviewed the current status of the SECNAV/SECAF MOA and associated memorandum of understanding (MOU) and understand AFIT and 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 schedule meeting between AFIT and the NPS was postponed. AFIT will provide a summary at the next meeting to the AFIT Subcommittee. [**Recommended Action: OPEN**]

Request 07-2012-10: There appears to exist a mismatch between AFIT’s education capacity, available external research funding and student availability. For example, the ability of AFIT to receive payment for classes delivered is restricted in certain cases. Request AFIT provide the subcommittee information on the requirements, regulations and policy environment that is enabling or restricting the efficient delivery of advanced degree graduates in-residence and through distance learning.

AU Response: Concur. An update was provided during the AFIT Subcommittee meeting held in July 2013. [**Recommended Action: CLOSED**]

Request 07-2012-11: Request an update on the status of the AFIT AFERB recommendations at the November 2012 meeting.

AU Response: Concur. Executive Summary provided to AU BOV during November 2012 meeting. No further action required. [**Recommended Action: CLOSED**]

B. Observations:

Observation 11-2012-01: The more AU gets away from the requirements of accreditation, the risk of losing accreditation increases.

AU Response: Concur.

Observation 11-2012-02: The Board points out there is more than one path through the education system—a path for the most outstanding, promising leaders; a mandatory path for distance learning; and a volunteer path for self-development.

AU Response: Concur.

C. Recommendations:

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

AU Response: Concur. The Medical Education Training Campus was affiliated on 10 July 2013. [**Recommended Action: CLOSED**]

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

AU Response: Concur. AU was unable to host the Honorary Degree ceremony during 2013; however, the AU Commander and President accepted the Board's recommended nominee for the 2014 ceremony. [**Recommended Action: CLOSED**]

Recommendation 11-2012-13: Recommend AU reviews the AF ROTC scholarship offerings to align with future AF needs and to compare and contrast with competitive offerings that our very best young men and women have available.

AU Response: Concur. A study was conducted revealing AFROTC is the primary source of commission for accessing officers into technical Air Force Specialty Codes (AFSC) and AFROTC is projected to fill 72 percent of the technical in FY15. AFROTC is aware and indeed proud of its role to produce the majority of technical AFSCs for AF accessions and has developed rigorous, methodical scholarship and advancement selection programs to meet AF accession goals. Because AFROTC is the principle producer of diversity and STEM, concern exists for long-term effects of scholarship cutbacks. [**Recommended Action: MONITOR**]

Recommendation 11-2012-14: Recommend AU considers the merits of moving from multiple learning management systems to a single or no more than two system. This change will reduce redundancy and costs.

AU Response: Concur. AU launched an enterprise LMS Strategic Review to examine existing and future expected LMS requirements in alignment with mission and program needs. The review confirms the continued use of Blackboard as the enterprise LMS. AU has invested in excess of \$3.1 million dollars from 2007-2012 to integrate Blackboard with existing databases and services via an enterprise service bus. Also, continued usage of Blackboard fulfills current and expected future requirements for supporting SACS accreditation standards. AFIT participated in the AU LMS Strategic Review. AFIT is considering transition options from a legacy platform "GoLearn.com". Their requirements must satisfy program needs as well as North Central accreditation standards. [**Recommended Action: CLOSED**]

Recommendation 11-2012-15: Current restrictions on conference/symposium participation place an unrealistic and potentially destructive limitation on faculty development and effectiveness. Peer networking, paper presentation, and recognition are essential to faculty progression in their respective fields, and restrictions can greatly inhibit quality faculty recruitment and retention. Recommend responsibility and authority be given to the AU Commander and President, with delegation authority, to approve conference/symposium participation by AU faculty members.

AU Response: Conference spending and attendance continues to receive high levels of scrutiny. We expect OSD to issue revised guidance for FY14. Upon receipt, AF will release a policy document providing very limited delegated authorities for MAJCOM Vice Commanders for AF-hosted conferences, but until then, SAF/US is approval authority. The faculty needs to attend conferences. Re-engage the SAF via telephone and articulate needs in other terms. Recommend authority be delegated down. Conference attendance infers faculty development and credibility. Accreditation demands faculty expertise must be maintained. Peer interactions are imperative.

[**Recommended Action: CLOSED. Recommendation replaced by 11-2013-03**]

Recommendation 11-2012-16: The Board strongly supports the blended learning approach and recommended AU continue developments in the blended learning environment and also recommended AU pursue more state-of-the-art technology to support blended learning.

AU Response: Concur. Much of the AU Transformation effort relies on leveraging blended learning technologies in both the resident and non-resident curricula across the campus. Efforts to convert both the enlisted and officer PME programs to a blend of resident and non-resident delivery methods require significant Air Staff policy changes. AU remains committed to capitalizing on blended learning approaches to deliver tailored, relevant education to the Total Force in the most effective ways. Additionally, leveraging modern distance learning capabilities will allow AU to maximize the effectiveness of investments in resident education opportunities. [**Recommended Action: CLOSED**]

Recommendation 11-2012-17: Recommend AU continues strategic overview type of studies such as the US Air Force Strategy Study for Asian-Pacific.

AU Response: Concur: AFRI is in the process of hiring an Asia-Pacific specialist faculty researcher to ensure a continued focus on the region. Though not currently having a direct tasking from the CSAF to focus on the Asia-Pacific region, we believe the area is of such importance to the nation and Service that AFRI will continue to pursue research in the region. **[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. The AU Strategic Plan published 29 Oct 12, confronted this issue head on with priority number six: "Attain, Sustain, and Improve the Education Support Infrastructure with a Cost-Conscious and Mission-Aligned Focus." To assure success in this area, the AU Commander and President directed the AU headquarters be reorganized from a structure which emphasized procurement and maintenance of support systems at the expense of academic operations to a structure with the mission of identifying ways to reduce redundancy and improve support to enterprise systems. Subordinate goals, objectives, and measures within this priority provide focus and assessment tools designed to track progress.

The new organization (Education Operations and Communications) and the office of the Vice President for Academic Affairs have committed to work together through the corporate academic process to identify enterprise issues that present opportunities for eliminating redundancy. For example, the first item identified by the Academic Board was the proliferation of Learning Management Systems (LMS) across the AU campus. The board tasked a working group to look at this issue with an eye toward developing recommendations for the council to consider.

Despite these initiatives, university leaders recognize that the redundant registrar systems remain an impediment to mission effectiveness. Additionally, the numerous systems represent potential risks should the systems collapse and we are working to consolidate the various systems as expeditiously as possible. **[Recommended Action: MONITOR]**

Recommendation 11-2012-19: With regards to the presentation by Mr. Kedar Phadke of Phadke Associates, the Board recommends AU review current policies and practices to ensure software reviews are conducted in accordance with regulatory guidance.

AU Response: Concur. AU reviewed its current software review policies and practices to ensure they are conducted in accordance with regulatory guidance. The DoD Federal Acquisition Regulation Supplement Part 208.7402 require departments and agencies to fulfill requirements for commercial software and related services, such as software maintenance, in

accordance with the DoD Enterprise Software Initiative (ESI). ESI promotes the use of enterprise software agreements with contractors that allow DoD to obtain favorable terms and pricing for commercial software and related services. ESI does not dictate the products or services to be acquired. In addition to the DoD ESI, the 42nd ABW Contracting Squadron conforms to other mandatory guidance such as the USAF Information Technology guidance, Network Centric Solutions, AF Enterprise contract vehicle, the quarterly enterprise buy process, and the Microsoft Enterprise License Agreement. [**Recommended Action: CLOSED**]

Recommendation 07-2012-07: The BOV supports the concept of the development of the College of Leadership Development (CLD) and encourages the President of Air University to develop the concept of operations required to implement the CLD. Further, the President of AU is encouraged to present the concept and the CONOPS to General Rice. With the concurrence of General Rice, the Chair of the BOV will present the concept to the Secretary of the Air Force. This proposal is in line with the BOV's discussion with the Secretary of the Air Force in January 2012 that outlined directions for Air Force education.

AU Response: Concur. The AU Commander and President tasked the Vice President for Academic Affairs to refine the College of Leadership Development CONOPS that was prepared by the Transformation Tiger Team. The Chief of Academic Affairs formed a working group that included representatives from the Holm Center, the Barnes Center, Squadron Officer College, and AU/AIM (manpower) to identify strategies for implementing the concept.

Using the current unit manpower documents (UMD) for the existing organizations, the working group developed several options for forming the Curriculum Directorate matrix organization proposed by the Tiger Team. This organization within the new CLD would be responsible for developing, maintaining, and publishing the curricula for the various schools within the CLD. The working group concluded that the directorate would require up to 51 additional manpower authorizations beyond those available in the current UMDs. At this point the working group members discussed their findings with the AU Commander and President to obtain direction on how to proceed. He directed the group to present its findings to the AU Academic Board and Council to obtain perspectives from members of those groups.

During the discussions with the Academic Board, members expressed concern that the working group had not explored the potential manpower savings that could stem from combining support elements of the three affected organizations. The working group responded that there was not enough flexibility in certain support elements (e.g., ROTC, OTS, and distributed enlisted academies) to provide sufficient manpower authorizations to staff the curriculum directorate. The board reached consensus that the manpower requirements identified by the working group rendered the CLD proposal infeasible and recommended that the council table the proposal until additional manpower authorizations become available.

The Academic Council concurred with the board's recommendation and AU leadership decided to table the CLD proposal for the time being and focus on enlisted and officer PME transformation efforts. [**Recommended Action: CLOSED**]

Recommendation 07-2012-08: Recommend the concept of operations include a focus on consolidation of like functions such as IT and other support functions, which will eliminate duplication and maximize efficiency and effectiveness of resources.

AU Response: Refer to the AU response for Recommendation 07-2012-07. [**Recommended Action: CLOSED**]

Recommendation 07-2012-10: The downward directed mandate to reduce support personnel has resulted in severe cuts to administrative support for the faculty. Some departments have no administrative support. This means the faculty must perform these duties. The result is the faculty either have to work more hours to perform the same job, or be less efficient in their primary duties of teaching and research. Even though this may be a viable short term solution, the long term effects, in addition to the reduced efficiency, could create problems in faculty retention and faculty recruitment, both of which affect the quality of AFIT. Recommend AFIT a) assess the long term impact of this policy, and b) investigate other approaches to resolving this problem, even if it means not filling faculty positions.

AU Response: Concur. Assessment of the impact of cuts directed in 2012 was discussed during the AFIT Subcommittee meeting in July 2013. [**Recommended Action: CLOSED**]

Recommendation 07-2012-12: The number of coded billets requiring advanced degrees in some key strategic areas for the Air Force appears to be very limited. For example, in the area of cyberspace, the number of individuals slotted for attending advanced degree programs is very small for FY13. The AFIT Subcommittee is aware that AU is addressing recommendations that came out of the AFERB AFSO21 event in February 2012. Recommend a personnel system that manages critical skills and advanced degree needs in these fields more in an “inventory” based construct rather than the current “billet-only” based construct.

AU Response: Concur. This issue was discussed with the Secretary of the Air Force and may be addressed in the development of the FY 15-19 Program. [**Recommended Action: CLOSED**]

Recommendation 04-2012-06: AU has done a great job of addressing the recommendations that came from the study by Dr. James Fisher in 2007 and the BOV suggests the AU Commander and President integrate this study into the overall development of AU. The BOV recommends the four major principles as a result of this study:

- 1) Continue to look at the university culture;
- 2) Continue to focus on elimination of duplication;
- 3) Continue to look at branding of AU; and
- 4) Research the alumni association and foundation issues as they relate to the university. The alumni association would be very different from a traditional university alumni association and also to think about the role of the foundation, as it has begun to show strength in terms of the work they've been able to do.

AU Response: Concur. The Air University Commander and President emphasized the importance of maintaining a unified university culture. His Commander's Perspective describes this as “all oars pulling hard and pulling together;” his public mantra is that AU is a single team. As the AU Strategic Plan is revised and implemented, the Academic Affairs

Office has introduced objectives designed to strengthen the university's culture. To assist in this effort, the university has a goal, with associated objectives, to build partnerships and external advocacy to promote the Air University mission. This will help assure strong governance and sponsorship for AU programs through the Board of Visitors, Command Board of Advisors, and through the Air Force's corporate force development processes.

A second priority is to attract and develop an outstanding faculty and staff through faculty development, assessment, and sharing expertise and insights across the university. Objectives and measures that aim to improve faculty and staff competencies through development opportunities, collaboration, and information exchange should strengthen the bonds among the various centers and schools. Emphasizing the contributions that each program makes to the overall credibility and accreditation of the university will help create and strengthen the university's identity as the leadership and intellectual center of the Air Force.

In regards to AU branding, we have recently created a Strategic Outreach Plan to explore new, non-traditional media engagement opportunities with AU subject matter experts and visiting speakers/presenters. **[Recommended Action: CLOSED]**

Recommendation 11-2011-20: The Board approved the revised Squadron Officer School program, but remains concerned that some wing commanders are requiring completion of the distance learning Squadron Officer School as a prerequisite to the residential program. Recommend AU develop a business case for converting an entire program to blended learning. Include program effectiveness, assessment of learning outcomes, student satisfaction, cost effectiveness, cost savings, throughput, sustainability and other issues such as technology changes needed for support in this analysis.

AU Response: Concur. The Squadron Officer School Blended Learning Proof of Concept will be briefed during the April Board meeting. Additionally, given the numerous transformational initiatives under consideration across AU combined with the adoption of a culture of cost consciousness, AU will create a standardized cost accounting and BCA model for all of AU's existing distance learning, in-resident and blended learning education programs. Such a standard model will facilitate effective programmatic AU, AETC and AF senior leader decisions. Existing cost accounting models do not adequately account for student direct/indirect costs nor the opportunity cost of DL students' labor for coursework completed at their home station. Additionally, an accurate model should consider issues such as program effectiveness, sustainability, throughput, technological obsolescence, communication bandwidth requirements, and worldwide access for "AF Total Force" members. **[Recommended Action: OPEN]**

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: Concur. Since 2010 and on a limited basis, AU schools have accessed a .com environment via the Defense Research and Engineering Network (DREN) Outreach services. Due to discontinuance of funding and bandwidth limitations, this capability was deactivated on

30 September 2013. AU has implemented a pilot test of a wireless broadband 4G LTE cellular capability utilizing routers (MiFi devices) to provide commercial access in mission critical areas which previously relied on DREN. Implementation of these devices is a stop gap solution as AU continues to pursue a Global Information Grid waiver for commercial services, and studies the options and feasibility of a phased approach to providing AU-wide commercial access. Through these efforts, AU will be postured to implement commercial services, so if funding is available in FY14 or beyond, the University can immediately execute contractual documents to implement a commercial service. Concurrently, three objectives in the AETC 2012 Transformation Map are to instill a cost conscious culture, transform learning, and value airmen's time. In keeping with AETC's Vision for Learning Transformation and the First Principles of Learning, AETC understood the importance of an environment truly supportive of learning anytime and anywhere. As part of the AETC Transformation Council the AETC Chief Learning Officer chartered a command-wide EDUNET working group to examine the requirements and plan for a platform which would support the unique needs of education and training. **[Recommended Action: OPEN]**

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

AU Response: Concur. AU has developed and enacted several approaches to employing technology to handle expanded enrollment and distance education for the full enterprise. We have created an Education Support Working Group (ESWG) which provides a venue to identify, analyze, report, and promote transformative educational technology opportunities and improvements to current and future learning activities within AU. The ESWG focuses on viable, sustainable technologies, supporting academic systems and the infrastructure needed to meet the needs of our twenty-first century learners. The ESWG provides a truly collaborative environment for connecting requirements, activities, and resources in pursuit of AU strategic plans and priorities for the effective implementation of essential learning technology. Moreover, there has been an overhaul of several internal cradle-to-grave processes sustaining information systems to meet the mission challenges in a cost-conscious environment. AU now employs a more robust, requirements-based approach to managing the software configuration lifecycle process (SCLP) with the integration of portfolio, program, and project management as key components. The goal of the SCLP is to focus limited resources (capability and capacity) on prioritized mission requirements in a transparent manner. The SCLP implements new processes that analyze software change requests and best prioritize these requests based on several factors to include mission criticality and available resources (time, material, and manpower). With the establishment of the recently created Education Operations and Communications Directorate, the formation of the ESWG, and the newly enacted SCLP, AU is positioned to handle expanded enrollment and distance education for the full enterprise. **[Recommended Action: MONITOR]**

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 briefing was provided during the November 2013 meeting and an update will be briefed next fall BOV to ensure the QEP process is entwined with Institutional Effectiveness. [**Recommended Action: MONITOR**]

Recommendation 04-2010-07: The Board recommended AU reinstate the online master's degree program (OLMP, now referred to as the Facilitated ACSC Distance Learning Program) and ensure the AF Chief of Staff and Secretary of the Air Force do all that's possible to maintain the OLMP program.

AU Response: Concur. ACSC's Online Master's Program (OLMP) remains a popular avenue for Air Force officers to achieve a master's degree while also getting JPME credit. Enrollment is approximately 1000 students per semester (to include Captains) with approximately 2000 graduates since the start of the program.

Experience gained through OLMP has allowed ACSC to update its Distance Learning program to include facilitated seminars, threaded message board discussions, and written exams. OLMP has provided AU and AETC leadership with an opportunity to enhance the education of officers through Distance Learning and is the inspiration for the Officer PME Transformation Concept currently under development within AU.

To ensure it maintains its visibility for funding, AETC and AU should continue to maintain focus on the OLMP program and look for ways to avoid future cuts against it. ACSC is reliant on AU to provide funding status. If AU becomes aware of a potential cut to the program, they should immediately involve ACSC. ACSC can provide justifications to defend the OLMP. [**Recommended Action: CLOSED**]

Section VI: AFIT Subcommittee Meeting Minutes

Air University (AU) Board of Visitors (BOV)
46th Air Force Institute of Technology (AFIT)
Subcommittee Meeting Minutes

29-30 July 2013 0800-1700
AFIT Director's Conference Room
Wright-Patterson AFB, OH

Section I: Subcommittee Meeting Attendance

A. Members of the subcommittee attending the meeting:

- (1) Dr. Mary Cummings, Ph.D.
- (2) Maj Gen Richard Paul, USAF, Ret (Subcommittee Chair)
- (3) Maj Gen Ron Sega, Ph.D., USAF, Ret
- (4) Lt Gen Mark Shackelford, USAF, Ret

B. Members of the subcommittee absent:

- (1) Mr. Henry Fong
- (2) Col Rayford Vaughn, Ph.D., USA, Ret

C. Other attendees at the meeting:

- | | |
|-----------------------------|------------------------------|
| (1) Dr. Todd I. Stewart | (14) Dr. David Jacques |
| (2) Dr. Bruce Murphy | (15) Ms. Ann Marburger |
| (3) Col Timothy J. Lawrence | (16) Mr. Luke Whitney |
| (4) Col Paul Cotelleso | (17) Dr. Paul Wolf |
| (5) Mr. Rick Wojick | (18) Lt Col Larkin Hastriter |
| (6) Dr. Heidi Ries | (19) Dr. Adedeji Badiru |
| (7) Col Brian Tom | (20) Dr. Nathaniel Davis |
| (8) Lt Col Charles Twedt | (21) Dr. Alan Lair |
| (9) Maj Ben Kowash | (22) Dr. Bradley Liebst |
| (10) Dr. Darryl Ahner | (23) Dr. Joseph Pignatiello |
| (11) Dr. Harold Arata | (24) Ms. Leanne Heagle |
| (12) Dr. Jonathan Black | (25) Lt Col Mike Marvich |
| (13) Lt Col Darin Ladd | |

Section II: Subcommittee Discussions

A. Maj Gen (ret) Dick Paul called the meeting to order and welcomed the other subcommittee members as well as the AFIT leadership in attendance. General (ret) Paul stated this was a public meeting and Mrs. Diana Bunch, AU Designated Federal Officer, was present throughout the meeting.

B. Dr. Todd Stewart provided an overview of Wright-Patterson organizations and the AFIT mission. He discussed AFIT's resources, operating units, support units, as well as the challenges and opportunities facing AFIT with regards to budgetary restrictions, personnel, marketing and communication. AFIT leadership also provided an overview and status of the School of Systems and Logistics and the Civil Engineering School.

On Tuesday, 30 July 2013, the subcommittee was provided an opportunity to discuss the following programs with the AFIT leadership:

- Graduate School of Engineering and Management
- Civilian Institution Program
- Unmanned Air Systems
- Higher Learning Commission
- Center for Cyberspace Research
- Nuclear Weapons Effect
- STAT T&E
- Institutional Advancement

C. The subcommittee members met with the leadership of the various AFIT departments regarding the policies and programs throughout AFIT and have listed the subcommittee's requests, observations, and recommendations in Section III of these minutes. These recommendations will be presented to the AU Board of Visitors on the next scheduled committee meeting.

D. The next subcommittee meeting is scheduled on 10-11 March 2014 at AFIT in Dayton, OH. During the next meeting, the subcommittee requests a review of the various AFIT centers, their interdisciplinary nature, and the rationale for how they are currently organized.

Section III: Subcommittee Requests, Observations, and Recommendations

A. Communicating the Value of AFIT

Background. As the Air Force plans for budget uncertainty associated with sequestration, a potential target for savings could be shutting down the graduate programs at AFIT, perhaps leaving Professional Continuing Education non-degree programs in place. Using the intentional de-emphasis of the acquisition workforce that took place in the late 90s/early 00s as an example, the result of such an initiative will be a severe shortage of AF officers degreed at the masters and doctoral levels having direct AF mission experience at some point 5-15 years in the future. As was the case with the acquisition workforce, efforts to rebuild the skilled manpower shortage will be lengthy and result in officers lacking the experiential wisdom to best support the then-needs of the Air Force.

Recommendation. 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 leadership the absolute necessity of retaining the AFIT graduate programs as essential to the intellectual needs of the future Air Force.

B. Better Utilization of AFIT Graduate School Capacity

Background: Collectively, AFIT graduate degree programs are executing at less than full capacity, with wide variations among the individual programs. Per the Subcommittee's understanding, a principal driver for this situation is the Air Force Education Requirements Board (AFERB) process, which typically under-allocates personnel for many AFIT degree programs based upon a combination of factors, including budget uncertainty/shortfalls and MAJCOM reluctance to provide requirements for advanced academic degree (AAD) billets based on the possibility that many of those positions may remain unfilled. Over time, this inefficiency in the use of AFIT's capacity could result in a significant shortfall in technologically savvy officers in 5-15 years, thereby contributing to an atrophy of the Air Force's technological foundation.

Recommendation: Use the AFIT value proposition to influence, through AU, AETC, and the SECAF, a broad review of the 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.

C. Strategic Planning

Background. During a reaccreditation visit in October 2010, the Higher Learning Commission of the North Central Association of Schools & Colleges reaccredited AFIT for 10 years, but identified four items for action (hiring a Deputy Director and Vice Chancellor, undertaking a

strategic planning process, assessing the various degree programs, and addressing lab safety issues). AFIT must provide a progress report back to the HLC by July 2014. While action is underway on all four items, the Subcommittee noted the critical importance and urgency of the strategic planning process in the context of other briefings we received during our visit, and the desirability of placing special emphasis on this initiative independent of the HLC's findings. While fiscal uncertainty associated with the sequester makes such planning a challenge, that environment also makes it all the more important to consider strategic alternatives for various fiscal and manpower scenarios.

Recommendation. 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.

D. Assessment Baseline

Background. Assessments can provide for quality assurance and curriculum refinement as well as establishing a baseline to determine the value added of various programs.

Recommendation. 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).

E. Non-appropriated Revenue Streams

Background. In the current and projected fiscal environment, appropriated funding for AFIT is and will continue to be reduced significantly, as it is for almost all Air Force organizations. Yet, there are potential opportunities for AFIT to increase revenue from non-appropriated resources while better utilizing AFIT's existing capacity. An example might be the removal of caps for the number of defense industry participants paying fully-burdened tuition in selected AFIT programs such as those for short courses delivered via distance learning.

Recommendation. 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.

F. Institutional Advancement

Background. AFIT is undertaking an initiative for institutional advancement, or outreach, and is making good progress in identifying the various components of such an initiative such as target audiences and vehicles for communicating with these audiences (e.g., web site, videos, brochures, etc.). The progress is especially commendable in that AFIT is not allowed to use

appropriated funds for this purpose, with much of the work to date being done by students on a volunteer basis.

Recommendation. 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 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.

G. Good Business Practices

Background. The dramatically reduced budgets associated with sequestration have required AFIT, like other Air Force organizations, to innovate in terms of their business models and practices in order to fulfill its mission.

Observation. AFIT has identified and/or is implementing a number of initiatives which, while driven by dramatically reduced budgets, should be retained even in an eventual environment of restored or increased budgets. Examples observed by the Subcommittee: for the Graduate School of Engineering & Management, bundling or harmonizing degree programs with related professional certification courses (e.g., acquisition certification) to reduce TDY costs and more efficiently utilize student time (being examined); for the School of Systems & Logistics, tailoring short courses on a customer-by-customer basis for on-site delivery to these customers, versus bringing students TDY to AFIT for a one-size-fits-all course offering (being implemented); for the Civil Engineer School, making more extensive use of web-based and distance learning offerings to customers to reduce TDY costs, with a goal of additional distance learning utilization while retaining a core of residence programs, and using an optimum mix of each (being implemented). The Subcommittee applauds these initiatives and encourages AFIT to share them at the AU and AETC levels.

H. Tracking Alumni and Post-Graduation Student Assignments

Background. AFIT has undertaken an initiative to build a life-long connection with its alumni as one means of increasing AFIT's visibility in the broader community, as well as a companion initiative to identify post-graduation student assignments in terms of AF and non-AF organizations. Regarding alumni tracking, over 19,500 alumni are in the current data base (with over 50% contactable), and AFIT has developed an outreach plan to share information via two-way communications.

Observation. The Subcommittee applauds these initiatives because of their relevance in helping to tell the AFIT story to the broader stakeholder community, and to illustrate the utilization and reach of AFIT graduates via post-graduation assignments throughout various agencies and organizations within the DOD community. Continuation and strengthening of

these initiatives is fully consistent with AFIT's Institutional Advancement initiative, and can play an important role in telling the AFIT story during this fiscally constrained environment.

I. Non-government Conference Restrictions

Background. OMB has issued a directive which significantly restricts government employee attendance at non-government conferences (essentially, a prohibition with very few exceptions). The sequestration environment has further exacerbated the situation, but even if sponsor funding is available, it may not be used in light of the OMB directive per the Subcommittee's understanding.

Observation. Throughout our two day visit, the Subcommittee repeatedly noted the debilitating effect that the OMB directive is having on the mission. Attendance at non-government conferences such as professional associations is critical for faculty and graduate students to maintain proficiency, meet needs associated with professional advancement, interchange technical information (tech transfer) throughout the broader technical community, and advance the state of the art. The Subcommittee recognizes that extensive efforts to eliminate or soften this restriction have already been pursued by multiple stakeholders across the government technical community, thus leading the Subcommittee to document our concern in the form of an observation as opposed to a recommendation.

J. The following items from the previous board meeting were reviewed during this meeting and the subcommittee's proposal to the AU Board of Visitors is as follows:

Request 07-2012-08 – Close the request.

Request 07-2012-09 – Keep the request open.

Request 07-2012-10 – Close the request.

Recommendation 07-2012-10 – Close the recommendation.

Recommendation 07-2012-12 – Close the recommendation.

//Signed//

RICHARD PAUL, Major General, USAF, Retired

Chair, AFIT Subcommittee

30 August 2013

Section VII: AU BOV Letter to SECAF, dated September 3rd, 2013



BOARD OF VISITORS

September 3, 2013

To: Secretary of the Air Force

cc: Secretary of Defense; Chief of Staff, USAF

As the members of the Air University Board of Visitors we write this letter to you in your capacity as the official to whom we report. (We have copied the Chief of Staff because of his obvious interest in the topic we raise, as well as the Secretary of Defense because it was he who appointed us to the Board.) We desire to be constructive to the utmost, including recognizing the limited latitude you and the abovementioned officials have to deal with the issue we address.

Unlike most Department of Defense programs, the Air University cannot fulfill its function without the accreditation of outside, nongovernmental institutions. If AU management is not granted latitude in implementing efficiency measures to meet sequestration requirements, AU risks losing its continued academic accreditation. We respectfully urge that management discretion be sought to ensure both 1) sequestration compliance and 2) continued academic accreditation that is vital to AU's performance of its core mission.

It is our view that the Air University is a high-quality institution that serves a critical role in developing the future leaders of our nation's Air Force. Correspondingly, it is our unanimous judgment that sequestration, particularly the legislative restrictions imposed on its implementation, will soon do irreparable harm to Air University and therefore the quality of the future Air Force. During prior periods of extreme austerity our nation has not wavered from maintaining a well led military, no matter what size the force may be. This policy has served the nation well—for example, during the period between World War I and World War II, when future leaders continued to be identified and developed and ultimately provided the leadership core to prosecute World War II.

As a group we are impressed with the constructive approach that has been taken by the Air University leadership at all levels to abide by what, in at least some instances, seem to be onerous and unnecessary constraints. Nonetheless, it is our conclusion that if sustained for another year the negative impact on the quality of education provided by Air University will be very substantial. While imposing budgetary cuts during a time

of fiscal austerity is understandable and certainly not without precedent, the adverse effects of such cuts can be diminished if management is granted the latitude to implement efficiency measures in a manner that accommodates the specialized needs of each organization. If there are any such flexibilities that could be offered to the Air University, this committee stands ready to assist, insofar as we may, in implementing them.

The Southern Association of Colleges and Schools (SACS) has accredited the Air University (a major recognition) such that it can simultaneously carry out its military mission while awarding degrees that are recognized throughout the world. In order to assure the quality of the education that is provided by the institutions it oversees, SACS has prescribed a set of educational standards that must be met by its member colleges and universities. It also provides a set of Principles of Integrity that require an institution's leaders (President and Board) to disclose any circumstance that might undermine the ability of the institution to continue to conform to those standards. In severe cases, accreditation can be withdrawn. The actions of this independent, civilian process of course reside outside of government control.

Similarly, the Air Force Institute of Technology (AFIT), a component of the Air University, is dependent upon the North Central Association of Colleges and Schools (NCACS) for its accreditation, including its authority to award degrees as well as to signal the credibility of its work.

The budgetary policies now in place are of course not unique to Air University, or even to the Air Force as a whole or the Department of Defense. These include pay freezes, limitations on professional development, furloughs, denial of computer access during furloughs, etc. While a spirit of "making-do" is prevalent and admirable, it is the experience of the members of the Board of Visitors that if practices such as those cited herein are sustained, the most capable individuals, particularly faculty, will be the first to be offered opportunities elsewhere that enable those persons to preserve their many years of investment in professional skills and to continue to make contributions in their fields. Under such circumstances it is almost always preferable to reduce the scope of an organization's endeavors and downsize it accordingly, rather than diminish quality.

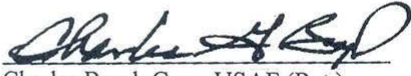
We respectfully offer these concerns and a preferred course of action out of the sense of responsibility we hold to the Air Force and to Air University in particular. We hope that you might find this perspective from a rather broadly experienced, independent yet loyal group to be of value as you address those who have the legislative authority to ameliorate the concerns we raise. We would of course be pleased to meet with you or provide support in any manner possible.

Thank you for considering our views.

Sincerely,



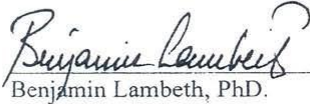
Norman R. Augustine, Chair



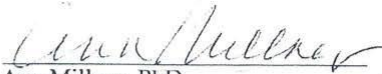
Charles Boyd, Gen., USAF (Ret.)




Rufus Glasper, PhD.



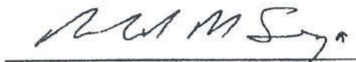
Benjamin Lambeth, PhD.



Ann Millner, PhD.



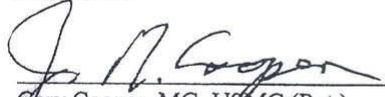
Richard Paul, MG, USAF (Ret.)




Ronald Segal, MG, USAF (Ret.)



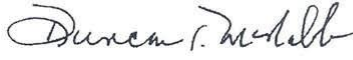
Mary Boies



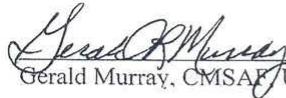
Gary Cooper, MG, USMC (Ret.)



Muriel A. Howard, PhD.



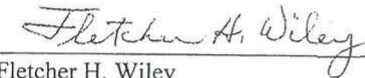
Duncan McNabb, Gen., USAF (Ret.)



Gerald Murray, CMSAF USAF (Ret.)



Ricardo Romo, PhD.



Fletcher H. Wiley