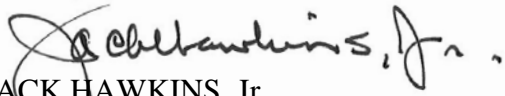


Air University (AU)
Board of Visitors (BOV)
Meeting Minutes

18 – 19 April 2011 / 0800 – 1700
Open Meeting
Air Force Institute of Technology
Commander's Conference Room (B646)
Wright-Patterson Air Force Base, OH 45433

This report and the recommendations contained herewith in are based upon the Board of Visitors' independent assessment of the facts presented by the Department of the Air Force and Air University. The Board of Visitors' recommendations are based upon the consensus opinion of the members, and were done 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.



JACK HAWKINS, Jr.
Chair, AU Board of Visitors
19 May 2011

- Section I: Board Attendance
- Section II: Board Activities and Discussions
- Section III: Board Actions
- Section IV: Board Requests, Observations, and Recommendations
- Section V: Status on Previous Meeting Requests, Observations, and Recommendations

Section I: Board Attendance

A. Board Members attending the meeting:

1. Dr. Terry Alfriend
2. Mr. Norman Augustine
3. Col Robert Beasley, USAF, Ret
4. Rev William Beauchamp
5. Mrs. Mary Boies
6. Gen Charles Boyd, USAF, Ret
7. Adm Vern Clark, USN, Ret
8. Maj Gen Stephen Condon, USAF, Ret
9. Dr. Ding-Jo Currie
10. Dr. Stephen Fritz
11. Gen Patrick Gamble, USAF, Ret
12. Dr. Mildred Garcia
13. Dr. Rufus Glasper
14. Dr. Tito Guerrero
15. Dr. Jack Hawkins
16. Dr. Muriel Howard
17. Dr. Benjamin Lambeth
18. CMSgt Karl Meyers, USAF, Ret
19. Dr. Ann Millner
20. CMSAF Gerald Murray, USAF, Ret
21. Vice Adm Daniel Oliver, USN, Ret
22. Maj Gen Richard Paul, USAF, Ret
23. Brig Gen Clifton Poole, USA, Ret
24. Maj Gen Ron Segal, USAF, Ret
25. Dr. Eugene Spafford
26. Mr. Fletcher Wiley

B. Members of the AU BOV absent:

1. Dr. Susan Aldridge
2. Ambassador Gary Cooper, Maj Gen, USMC, Ret
3. Dr. Don Daniel
4. Mr. Henry Fong
5. Dr. Joe Lee

C. Air University and other personnel attending the meeting:

1. Lt Gen Allen Peck, AU/CC
2. Maj Gen David Fadok, AU/CV
3. Maj Gen Walter Givhan, AFIT/CC
4. Dr. Bruce Murphy, AU/CF
5. Brig Gen Stephen Denker, ACSC/CC
6. RADM William Kiser, METC/CC
7. CAPT Timothy Duening, AFIT/CV
8. Lt Col Timothy Albrecht, CCAF/CC
9. CMSgt Lonnie Slater, AU/CCC
10. CMSgt Teresa Denton-Price, METC/CCC
11. Dr. Hank Dasinger, AU/CFA
12. Dr. Marlin Thomas, AFIT
13. Dr. Thomas Christian, AFIT
14. Col Richard Wojick, AFIT
15. Lt Col Rodger Schuld, AFIT
16. Dr. James Larkins, CCAF
17. Dr. Heidi Ries, AFIT
18. Dr. Paul Wolf, AFIT
19. LT Stephanie Brown, NPS
20. Mrs. Diana Bunch, Designated Federal Officer

Section II: Board Activities and Discussions

A. The Air University (AU) Board of Visitors (BOV) meeting convened at 0800 hours on 18 April 2011 in the Air Force Institute of Technology classroom number 302, Wright-Patterson Air Force Base, Ohio. 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 24 February 2011 (Vol.76, No. 37). In addition Mrs. Diana Bunch, Designated Federal Officer for the Board, was present during the meeting and a quorum was met.

B. Dr. Hawkins and Lt Gen Allen Peck presented new Board member certificates to Colonel (ret) Robert Beasley, Dr. Ding-Jo Currie, and Mr. Fletcher Wiley.

C. After an overview of the meeting agenda, Dr. Hawkins informed the Board that the previous meeting minutes were approved on 24 January 2011 and that the Board had received Air University's responses to the recommendations contained in those minutes.

D. Prior to Lt Gen Peck's presentation to the Board, Dr. Hawkins welcomed any comments from the public. There were no public appearances to the Board; however, the Board received a written request from Master Sergeant Ronald C. Nobles (USAF, Retired) to change the policy to allow Air Force enlisted veterans the opportunity to complete their Community College of the Air Force (CCAF) degree requirements after separation from active duty. The Board reviewed CCAF's current degree completion policy and provides no additional recommendations.

E. Lt Gen Peck discussed the following topics with the Board:

(1) AU and AFIT Relationship: Synergy through commonalities in mission and purpose as well as professional and continuing education, research, accreditation, and graduate degrees. AU provides a strategic umbrella to the Science, Technology, Engineering, & Mathematics (STEM) focus of AFIT.

(2) Fiscal Year 2011 (FY11) Budget: Although the overall AF budget increased by \$11B in FY11, education funding initial distribution decreased by \$18.1M or 5.6%. The 2012-2021 future outlook includes additional reductions across the DoD to target \$400B in savings. Potential future efficiencies for FY13 may include restructuring Intermediate Developmental Education (IDE), Senior Developmental Education (SDE), and Company Grade Officer Professional Military Education (PME); reducing the number of AF JROTC units, AF Research Institute and Spaatz Academic Research Centers; in-resident enlisted PME; and eliminating the Airman Enlisted Commissioning Program.

(3) Don't Ask Don't Tell (DADT) Repeal Update: The DADT policy and implementation plan includes three tiers of training for functional experts, leaders, and all other uniformed Airmen to be completed by 30 June 2011. Sexual orientation is not a basis for discharge nor is it a factor in recruitment or retention. However, standards and sexual misconduct rules still apply.

(4) Air Force ROTC Update: Currently, there are 144 ROTC Detachments representing a 30% growth since 1970; however, the need for officers is about 50% fewer per year. We are “rightsizing” Air Force ROTC and reviewing a renewed Ivy League interest in the program.

(5) Company Grade Officer (CGO) Professional Military Education (PME) Transformation: CGO PME may be reduced by eliminating the Air and Space Basic Course program and creating a new blended learning option.

(6) School of Advanced Air and Space Studies (SAASS) Update: The Southern Association of Colleges and Schools (SACS) Commission on Colleges approved the PhD in Military Strategy in February 2011 and AU is expecting the Department of Education visit in May 2011 to finalize the approval for degree granting. In addition, the SAASS class size will return to 42 students from the current 59 student-class size.

(7) Enlisted Education: The General Education-Mobile (GEM) partnership between civilian community colleges and CCAF to provide online general education courses to CCAF students is currently at 774 students, 1,300 enrollments, and 26 partner schools. The AU-Associate to Baccalaureate (AU-ABC) partnership with undergraduate colleges combining a CCAF degree with 60 semester hours to earn a Bachelor’s degree currently has 16,999 students, 491 graduates, and 45 partner schools.

(8) Cyber Education: AU provides a continuum of Cyber Education to include the Cyber Operations degree, Cyber Focused degree, Cyber Warfare degree, and the Cyber 200 (3-week course) and the Cyber 300 (2-week course). In addition, the LeMay Center produces Cyberspace Operations doctrine and conducts the Senior Joint Information Operations Applications Course and the Cyber Operations Executive Course for senior leaders.

F. Air Force Institute of Technology (AFIT) Overview: Maj Gen Givhan provided an introduction of AFIT’s history, mission, and vision. He stated that AFIT is a key component of AU and the Air Education and Training Command. AFIT’s mission is to advance air, space, and cyberspace power for the Nation, its partners, and our armed forces by providing defense-focused technical graduate and continuing education, research, and consultation. The Institute educates more than 6,000 students daily through in-residence, on-site, and distance-learning courses offered by its three schools: the Graduate School of Engineering and Management, the School of Systems and Logistics, and The Civil Engineer School. It is also the home of the Air Force Center for Systems Engineering and the Air Force Cyberspace Technical Center of Excellence along with the Institute’s Advanced Navigation Technology Center, the Center for Directed Energy, the Center for Measurement and Signature Intelligence Studies and Research, and the Center for Operational Analysis.

Maj Gen Givhan further stated that AFIT provides unique, indispensable defense-focused education and research to the nation and our allies with unparalleled value and unmatched speed and flexibility. This capability cannot be replicated at civilian institutions at any price. AFIT’s defense-focused research and education mission directly supports AF priorities, specifically the Nuclear Enterprise, Acquisition Excellence, Cyberspace, Modernizing Air and Space Inventories and the STEM Workforce.

Each of the department deans provided the Board with detailed information concerning organizational structure, faculty and students, academic programs, and concept of operations

within the various departments. The Board also received information about AFIT's defense-focused graduate and continuing education, research and consultation as well as the five Centers of Excellence: Rapid Product Development; Advanced Navigation Technology Center; Directed Energy; Cyberspace Research, Measurement and Signature Intelligence Studies and Research; and Operational Analysis. The BOV members saw all aspects of AFIT during their facilities tours and planned activities. Several Board members commented that they appreciated the opportunity to learn more about AFIT and see firsthand how AFIT fits within the AU organization and the important role AFIT has for the Air Force.

G. The Community College of the Air Force (CCAF) Commandant, Lt Col Albrecht, briefed the Board on a new degree program in Cyber Security and several issues concerning the affiliated schools. Lt Col Albrecht briefly discussed the status for the consolidated enlisted medical training at Fort Sam Houston, TX and then introduced Rear Admiral William Kiser, the Commandant of the Medical Education and Training Campus (METC). RADM Kiser provided detailed information outlining the various METC milestones, recent successes, and areas of specific interest. RADM Kiser stated METC leadership is committed to the affiliation requirements of the CCAF and invites the Board to visit METC during one of their future meetings.

H. In addition to the various AFIT discussions and facility tours, the Board enjoyed the opportunity to have lunch and visit the National Museum of the United States Air Force.

I. The Board's requests, observations, and recommendations were presented to Lt Gen Peck on Tuesday, 19 April 2011, and are included in Sections IV and V of these minutes.

J. Dr. Hawkins asked for concluding remarks. There being none, the meeting was adjourned at 5:00 p.m. on Tuesday, 19 April 2011.

Section III: Board Actions

A. **April 2010 BOV Meeting Minutes.** The Board approved the November 2010 Meeting Minutes on 24 January 2011.

B. **Future Meeting Dates.** The Board approved the next meeting date of 14-15 November 2011 to be held at Air University, Maxwell AFB, AL.

C. **Board Officers.** In accordance with the April 2009 By Laws, Article V, Dr. Muriel Howard was selected as the next Chair Elect to assume duties as the Chair in January 2014.

D. **Task Force.** The Chair requested General (ret) Pat Gamble chair a Task Force to review the strategic positioning of AU's educational mission to support the future needs of the nation and provide recommendations, if any, to the AU Board of Visitors.

E. **Board Recommendations.** The Board provided several new recommendations which are reflected in Section IV of these minutes.

F. **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

(Numbering Key: MM/YYYY/##)

A. Future Agenda Requests:

Request 04-2011-01: Request a future visit of the AU BOV to METC in conjunction with a regular board meeting.

B. **Observations:** None.

C. Recommendations:

Recommendation 04-2011-01: The Board recommended approval of the new CCAF AAS degree program in Cyber Security.

Recommendation 04-2011-02: The Board recommended “disaffiliation” status for the 94th Operations Group, Dobbins AFB GA. Their mission has changed from training to operations effective March 2011.

Recommendation 04-2011-03: The Board recommended “affiliation” status for the 118th Operations Group, Air National Guard, Nashville TN. Their mission is to train C-130 Loadmasters and Flight Engineers.

Recommendation 04-2011-04: The Board recommended approval to realign the United States Air Force Special Operations School under the Air Force Special Operations Training Center, Hurlburt Field FL.

Recommendation 04-2011-05: Recent efficiency measures in OSD have resulted in conversion of the position of Commandant of AFIT from a general officer to a Senior Executive Service (SES) civilian. This change can have positive impact, especially the opportunity for more continuity of leadership of this strategically important university. It will be critical, however, especially for the first civilian leader, that the individual be carefully chosen because of the cultural and other impacts this change will stimulate. For this reason, it is strongly recommended that SECAF use existing Title 10 authority to fill this position using the Administratively Determined (AD) faculty schedule. The Commander, Air University currently has delegated authority to use this schedule and it seems that by using the AD Senior Manager authority, it will be more likely that an appropriate person could be attracted and would allow more flexibility than exists in the SES schedule.

Recommendation 04-2011-06: The AU BOV understands that difficult decisions have to be made as the Air Force must reduce the number of active duty general officer positions. We are disappointed that the AFIT Commandant general officer position was selected for elimination, and our concern centers primarily around the potential that an unintended message may be received by members of the Air Force that AFIT and graduate technical education including advanced research, are not as important to the Air Force as they once were. In order to ensure that the technical future of the Air Force remains sound, the AU BOV recommends that the

SECAF, the CSAF, and other Air Force senior leaders regularly emphasize, and widely communicate, the critical role that advanced technical education plays in the future combat capability of our Air Force and the vital role that AFIT plays in providing that technical education.

Recommendation 04-2011-07: In light of the Air Force changes in AFIT leadership, the AU BOV recommends that the Academic Affairs Subcommittee (coordination with AFIT Subcommittee) review and recommend to the AU Commander and President appropriate organizational titles and structure. We suggest that AU leadership/administration obtain a perspective from SACS and North Central Association for Higher Learning Council relative to their thoughts regarding AU's structure. This should be considered at the next subcommittee meeting in November 2011.

Recommendation 04-2011-08: Recommend AU provide funding and support for the AFIT research and laboratory facilities.

Recommendation 04-2011-09: Recommend that the Air University leadership work closely with the Medical Education and Training Campus (METC) Commander to ensure that METC faculty meet instructor qualifications for CCAF affiliation requirements. Consider pursuing an official, written memorandum of agreement to codify the commitment of the current METC Commander to meet CCAF faculty standards.

Recommendation 04-2011-10: Recommend AU formally monitor distance learning to (1) assure the learning is at least as good as face-to-face experience, particularly in such areas as leadership; and (2) identify changes that may make distance learning even more effective than it now appears to be.

Recommendation 04-2011-11: Recommend an assessment of how AFIT's management program relates to activities at Defense Systems Management University.

Recommendation 04-2011-12: Monitor cyber curriculum and research as it relates to large number of new related projects elsewhere in DoD to avoid gaps and unnecessary overlaps.

Recommendation 04-2011-13: AFIT is a complex organization with a multi-faceted mission and a broad array of stakeholders, sponsors, and customers. Communicating and advocating the AFIT story, especially within the AF, is critically important in our resource-constrained environment, and must be done at multiple levels in both a tailored and persistent manner. Sustained advocacy, especially with the relatively frequent turnover of senior AF decision-makers, seems critical to AFIT's future. The AU BOV recommends AFIT develop a strategic advocacy plan and a process for executing that plan and measuring the effectiveness of that execution. Such a strategy and its execution will require resources in terms of people and budget, and may take special functional expertise to be most effective. The AFIT Subcommittee has observed past efforts by commandants to interact with senior stakeholders and has endorsed those initiatives. The spirit of this recommendation is to make strategic advocacy an organizational priority, institutionalize it for sustained implementation, and resource it to the maximum extent possible.

Recommendation 04-2011-14: Recommend AFIT leadership prepare and maintain a “Did you Know?” sheet of items discovered or brought to practice because of AFIT efforts, in whole or part. Try to focus on major items that show impact on AF mission to include measures of that impact, if possible. Include this as a standard handout material to distinguished visitors and others.

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

(Numbering Key: MM/YYYY/##)

A. Future Agenda Requests:

Request 11-2010-06: The April 2011 agenda include a briefing that outlines the Strategic Plan for AU and AFIT (e.g. how AU and AFIT work together academically).

AU Response: Concur. The AU Commander will provide information concerning how AU and AFIT are aligned academically.

Request 11-2010-07: The November 2010 meeting included an Executive Summary for faculty data; however, the Academic Affairs Working Group requested this data be briefed during the April 2011 meeting.

AU Response: Concur. However, since the April 2011 Board meeting will be held at AFIT and much of the agenda is dedicated to AFIT programs, the Chief Academic Officer will present the faculty data during the November 2011 Board meeting.

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

AU Response: Concur. AFIT annually collects data reflecting the number of theses sponsored by, and funding received from, each AFRL Directorate. This data is reported in the annual Research Report. 33% of thesis sponsorships and 35% of sponsored funding were provided by AFRL in FY10. Given AFIT's strong engagement with other Air Force commands, DOD agencies and the intelligence community, these figures are within an acceptable range of 25-60%. AFRL funding to AFIT varies substantially from year to year, due to occasional \$1-2M competitive awards. Considering 3-year averages, annual AFRL funding to AFIT increased by 36% for the FY08-FY10 period in comparison to the FY05-07 period. This exceeds a 10% annual growth rate in AFRL funding, a reasonably aggressive on-going target in the current funding environment.

AFIT and AFRL entered into a Strategic Partnership MOA in 2005. The current agreement, substantially updated in April 2009, includes attachments addressing AFOSR support to AFIT (a.k.a. the AFIT Research Support Fund), the Scientists and Engineers Personnel Exchange Program, management and operation of the joint AFIT/AFRL Library, 711 HPW's Institutional Review Board support to AFIT, the Center for Rapid Product Development (CRPD), AFRL/ANT Center Collaboration, Equipment Sharing, and Space and Rocket Propulsion Research. The CRPD agreement is currently under revision, and a new, broader space-related research agreement is under development. As part of this overall MOA, AFIT/CC and AFRL/CC meet periodically at an AFRL/AFIT Summit to review the strength of the partnership, including data from AFIT's Research Report. Previous summits have resulted in agreement that

the partnership is robust, and identified additional areas for ongoing information sharing. Conclusions from future summits can be provided at future BOV meetings if desired. The AFIT Dean for Research met with AFRI personnel in December, 2010. All parties agreed to continue exchanging information. However, due to the lack of synergy in timelines for AFRI taskers and AFIT student schedules, no suitable metrics were identified. [Recommended Action: CLOSED].

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. Below are the assignments given to enlisted AFIT graduates from 2009 forward. [Recommended Action: OPEN].

GRAD QTR	RANK	LAST NAME	SVC	PROGRAM DESCRIPTION	MAJCOM	TITLE
2010WI	MSgt	Bai	AF	MS: Cyber Operations	Headquarters, Air Force	Superintendent, Network Warfare Operations
2010WI	MSgt	Schuler	AF	MS: Combating Weapons of Mass Destruction	National Air and Space Intelligence Center (NASIC)	Operations Superintendent
2010WI	MSgt	Flosi	AF	MS: Logistics & Supply Chain Management	Air Force Materiel Command (AFMC)	NCOIC, Weapons Maintenance
2010WI	SMSgt	Tobin	AF	MS: Logistics & Supply Chain Management	Air Force Materiel Command (AFMC)	Command Fabrication Accessories Manager
2010SP	CMSgt	Hale	AF	MS: Information Resource Management & Graduate Certificate: Info Resource Management	AFIT (AETC)	Superintendent, Center for Cyberspace Research
2009WI	SMSgt	Tucker	AF	MS: Information Resource Management	AF Weather Agency (AFWA)	Manager, Strategic Plans Division
2009WI	MSgt	Fetters	AF	MS: Information Resource Management	US Central Command (USCENTCOM)	Command Acquisition Manager
2009WI	MSgt	McGill	AF	MS: Information Resource Management	Air Force Medical Operations Agency (AFMOA)	NCOIC, Education and Training
2009WI	SMSgt	Wabiszewski	AF	MS: Cyber Operations	AFIT (AETC)	Superintendent, AF Cyberspace Technical Center of Excellence
2009WI	SMSgt	Blackman	AF	MS: Logistics Management	Air Force Materiel Command (AFMC)	KC-X Airlift Tanker Acquisition Superintendent
2009WI	SMSgt	Sprague	AF	MS: Logistics Management	Air Combat Command (ACC)	Avionics Flight Chief
2009WI	MSgt	Heiman	AF	MS: Logistics Management	Air Combat Command (ACC)	Sensors CRF Section Superintendent
2009SP	SMSgt	Woelfle	AF	MS: Cyber Operations	AFIT (AETC)	Chief, AF Cyberspace Technical Center of Excellence
2010SP	SSGT	Scanlan	MC	MS: Information Resource Management & Graduate Certificate: Info Resource Management	Unknown	Unknown

B. Observations:

Observation 11-2010-04 : The Future Learning and Technology Working Group would like to commend Col Tony Zucco and his focused leadership team for their significant progress working on the organizational plan. There is clear progress in cultural change in collaboration, working groups, the studios, “breaking silos,” etc. Additionally, the working group noted the resourceful and positive approach displayed by Col Zucco’s team by using year-end money, repurposing computers, and using student projects, etc. There exists a strong purpose to the mission in A4/6.

AU Response: Concur. Our Education Logistics and Communication Directorate and the Learning and Information Technology corporate structures are still relatively new and maturing. However, the growth of collaboration among faculty and staff has allowed AU centers and schools to cross-feed ideas and lessons learned which will continue to benefit AU by generating enterprise solutions and improving learning outcomes. [Recommended Action: CLOSED].

Observation 11-2010-05 : The Future Learning and Technology Working Group also stated that AU needed to accomplish “need evaluations and assessment” for experiments and studies from their beginning. This is especially true to determine what works best in a "resource constrained environment."

AU Response: Concur. AU has developed rapid prototyping to properly evaluate and assess existing and emerging educational technologies for impact on achieving learning outcomes. Each prototyping project is designed to provide for deeper understanding on what it takes to successfully implement the new capabilities into school programs to achieve targeted benefits. [Recommended Action: CLOSED].

Observation 11-2010-06 : Use of "OutStart" presents some interesting opportunities but may also present a next generation lock-in. We suggest exploration "safety valves" such as source code escrow and dual implementations.

AU Response: Partially Concur. We concur with the assessment that “OutStart” may present a “lock in” situation in the future. However, the Air Force instructions for software development and Federal law (Clinger Cohen Act) require us to exploit the use of Commercial Off The Shelf (COTS) products to the maximum extent possible. Since this is a COTS tool and already in use within AETC, we wanted to leverage the synergy for a command solution in lieu of a single stovepipe solution that we develop. However, we continue to seek the latest technology in this area and make positive strides to ensure “Outstart” and other COTS implementations are conducted with an open environment as possible so if migration off of these COTS becomes a necessity, AU will be prepared. [Recommended Action: MONITOR].

Observation 11-2010-07: The BOV commented that in times of fiscal tightening, training and education can become the first casualties. The Board fully supports training and education as priorities in the Air Force.

AU Response: Concur. However, while AU continues to maintain this stance, future budget cuts in training and education are inevitable.

Observation 11-2010-08: The Board addressed the mission of the Air University to influence and inform by suggesting the following: 1) Create the logo by policy to make “The Air University” primary and all other AU organizations subordinate when appearing in print; 2) Create stronger loyalty of AU graduates; 3) Engage more aggressively in outreach by pushing more communication under the AU name in such venues as the web’s “TED-ideas worth spreading”; and or 4) Participate more broadly in scholarly lectures and symposia under the Air University banner.

AU Response: Concur. AU will issue a policy letter requiring academic centers, schools, and all other subordinate units to place The Air University shield/logo and name in the position of prominence on all printed material, websites, and other visual media. AU is also considering several new initiatives such as supporting the creation of an AU Alumni Association; increasing published papers and articles in professional journals; producing podcasts and webcasts for “Technology, Entertainment, and Design” (TED); and encouraging more participation in public forums under the AU identification. [Recommended Action: OPEN. AU will provide status at the next Board meeting in November 2011].

Observation 04-2010-01: The Board suggested that the AFIT Commandant and the NPS President review the Memorandum of Agreement (MOA) and the NPS/AFIT Memorandum of Understanding (MOU) and make recommendations for modification, if necessary, by the March 2011 BOV AFIT Subcommittee meeting.

AU Response: Concur. Maj Gen Givhan (AFIT/CC) visited NPS on 4 May 10 and CAPT Duening, USN (AFIT/CV), visited NPS on 26 Apr 10 and specifically discussed the AFIT-NPS MOU. All of the boards meet regularly, with the exception of the Joint Oversight Board for Acquisition Curricula (JOBAC). In March 2011, Maj Gen Givhan spoke with Vice Admiral Daniel T. Oliver USN (Ret.) about reviewing the AFIT-NPS MOU and updating it, if necessary. They also discussed the establishment of a Joint Board to collaborate on any issues regarding tuition reimbursement. [Recommended Action: CLOSED].

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

AU Response: Concur. The COA continues to expand collaborative efforts with AF, DoD, and the intelligence community. COA’s research has increased to just over \$5.2M in FY11 – up from \$4.5M in FY10. Additionally, the faculty continues to engage with operational sponsors at very senior levels and have begun to see true impact and cost savings from the research being conducted at AFIT. In addition, the COA will be hosting their bi-annual Distinguished Review Board on 4-5 May 2011 and is being co-chaired by Dr. Henningsen (AF/A9) and Lt Gen Reno (AF/A4/7). [Recommended Action: CLOSED].

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

AU Response: Concur. AFIT/COA met with the leadership of the Center for Systems Engineering in March 2010. Additionally, Lt Col Chambal, COA Director, met with Dr. Thomas Christian, PhD, the new Director for the Center for Systems Engineering, on 1 Mar 2011, and discussed the COA business model and key aspects of the COA business philosophy which have led to their success over the last 3 years. More collaboration will continue in the future to identify any specific synergies that can be realized. [Recommended Action: CLOSED].

C. Recommendations:

Recommendation 11-2010-16: Change the title of the AU Chief Academic Officer to Vice President for Academic Affairs. This change would be consistent with other institutions of higher education while permitting the option for Center commanders of degree-granting schools to establish a chief academic officer position. Recommend AU not establish any other position as Vice President for Academic Affairs (with exception of AFIT).

AU Response: The next AU Commander has been nominated, and will assume the title “Commander and President of Air University.” We are changing the position of Chief Academic Officer to that of “Vice President for Academic Affairs” and are working the position description for the newly designated position. [Recommended Action: OPEN. AU will provide status at the next Board meeting in November 2011].

Recommendation 11-2010-17: Establish an Academic Council (minus AFIT) chaired by the Vice President for Academic Affairs and composed of chief academic officers/educational advisors from each center and a senior faculty member appointed by the Vice President for Academic Affairs. A charter should be created defining the role of the council and the council should review and provide recommendations concerning new programs and or substantive program changes to the responsible center commander for approval. The center commanders will then forward any new program or substantive program change requiring submission/notification to the AU Commander for approval. The AU Commander will obtain AU Board of Visitors approval prior to submission to the accrediting agency.

AU Response: Partially Concur. The relevant AU Instruction (AUI) will be revised to account for an academic council process. However, in order to be consistent with other AU corporate processes, the AUI will specify the Academic Council as the governing council headed by the President, currently the AU Commander, with members including AU/CC (Chair), AU/CF (Academic Office), AU/FM (Financial Management), AU/A5/8 (Plans), AU/4/6 (Communication) and commanders, or their equivalent, from the following AU centers and organizations: Spaatz, Barnes, Holm, Eaker, LeMay, AFRI, and School of Advanced Air and Space Studies. These members will constitute the voting body.

The AUI will also specify the Academic Board as headed by the Vice President of Academic Affairs, currently the Chief Academic Officer, with members including each center/school senior education administrator. Lastly, the AUI will establish working groups at the centers and schools as needed to address curriculum, institutional effectiveness, faculty management, and other issues. The AUI will also address processes and procedures for addressing a range of issues affecting the academic well being of the university to include faculty, curriculum change, and the like. [Recommended Action: OPEN. AU will provide status at the next Board meeting in November 2011].

Recommendation 11-2010-18: Decisions/authority for course level curriculum and non-credit courses be at the program/center level. However, new program or substantive program changes requiring submission/notification to the accrediting agency be reviewed by the AU Academic Council for recommendations to the responsible center commander for approval. The center commanders will then forward any new program or substantive program change requiring submission/notification to the AU Commander for approval. The AU Commander will obtain AU Board of Visitors approval prior to submission to the accrediting agency.

AU Response: Partially Concur. The relevant AU Instruction will be revised to account for an academic council process. However, in order to be consistent with other AU corporate processes, the AUI will specify the Academic Council as the governing council headed by the President, currently the AU Commander, with members including AU/CC (Chair), AU/CF (Academic Office), AU/FM (Financial Management), AU/A5/8 (Plans), AU/4/6 (Communication) and commanders, or their equivalent, from the following AU centers and organizations: Spaatz, Barnes, Holm, Eaker, LeMay, and School of Advanced Air and Space Studies. These members will constitute the voting body.

The AUI will also specify the Academic Board as headed by the Vice President of Academic Affairs, currently the Chief Academic Officer, with members including each center/school senior education administrator. Lastly, the AUI will establish working groups at the centers and schools as needed to address curriculum, institutional effectiveness, faculty management, and other issues. The AUI will also address processes and procedures for addressing a range of issues affecting the academic well being of the university to include faculty, curriculum change, and the like. [Recommended Action: OPEN. AU will provide status at the next Board meeting in November 2011].

Recommendation 11-2010-19: AU Commander, with advice from the Vice President for Academic Affairs establish policies and procedures for hiring, promotion, reappointment, termination, and appointment of academic rank for the Administratively Determined (AD) civilian faculty. The Vice President for Academic Affairs provide a timely review of final recommendations (provided by center commanders) for compliance with policies and procedures and make recommendations to the AU Commander (approval authority).

AU Response: Concur. The recommended policies and procedures actually already exist, but have been under review within AU. Currently, Air Force Instruction (AFI) 36-804, *Civilian Faculty Pay Plan for Air University and the USAF Academy*, covers: Establishing Faculty Pay Schedules, Delegation of Authority to Administer the Faculty Pay Plan, Duties and Titles of Faculty and Administrators, Appointments, Promotions, Academic Rank, Pay Setting, Nonreappointment or Removal, and Civilian Faculty Performance Appraisal, among other things. The AU Supplement 1 to AFI 36-804 goes into more specifics for the areas mentioned

above. There is also Air University Instruction (AUI) 36-2314, *Academic Rank*, which covers: Policy, Criteria for Appointment to Specific Academic Rank, Exception to Criteria of Appointment to Specific Academic Rank, Performance Assessment Criteria, Nomination Procedures, and AU Board of Visitors Notification.

Headquarters Air Force (the Air Staff) is in the process of rewriting AFI 36-804 and will call it AFI 36-116, *Title 10 Civilian Faculty Personnel System*. Note: The publication date of the existing AFI 36-804 is 29 April 1994. AD faculty fall under United States Code Title 10. Since the old and new AFIs affect just Air University and the U.S. Air Force Academy, the Air Staff has given AU and USAFA the opportunity to provide an AU-USAFA agreed-upon draft of the new AFI 36-116 for Air Staff's assessment. There have been a number of meetings, video teleconferences, and teleconversations between AU and USAFA. The desire is to get the new AFI published within the next few months.

The current policies and procedures have the AU Commander as the approval authority for AD actions, with recommendation from the AU Chief Academic Officer/Vice President for Academic Affairs after reviewing final recommendations from center commanders. The AU Commander's desire is to have that process remain in place in the new AFI. Once the new AFI 36-116 is published, a revised AU Supplement 1 to AFI 36-116 and a revised AUI 36-2314 will be published. [Recommended Action: OPEN. AU will provide status at the next Board meeting in November 2011].

Recommendation 11-2010-20: AU Commander provide a reoccurring "dashBoard-type" report to the Board in between and prior to meetings. AU should develop initial suggestions for the report data (such as the existing balanced scorecard data).

AU Response: Concur. During the past couple of months, we forwarded two "dashboard-type" reports to the Board that detailed the student production and overall financial data. We will continue to send this data quarterly as well as provide access to the AU Digest (annual compendium of facts and figures about AU programs). [Recommended Action: CLOSED].

Recommendation 11-2010-21: The Board recommended four nominees for Lt Gen Peck's consideration for 2011 honorary degree presentation.

AU Response: Concur. We reviewed all the honorary degree nominations and selected Mr. Thomas Brokaw as the 2011 Honorary Degree recipient. Mr. Brokaw has accepted this nomination and the ceremony is scheduled for 14 November 2011. [Recommended Action: CLOSED].

Recommendation 11-2010-22: The Board recommended "affiliation" status for the 85th Engineering Installation Squadron at Keesler AFB, MS.

AU Response: Concur. The 85th Engineering Installation Squadron was affiliated with the Community College of the Air Force. [Recommended Action: Closed].

Recommendation 11-2010-23: The Board recommended "affiliation" status for the 558th Flying Training Squadron at Randolph AFB, TX.

AU Response: Concur. The 558th Flying Training Squadron was affiliated with the Community College of the Air Force. [Recommended Action: Closed].

Recommendation 11-2010-24: The Board recommended “affiliation” status for the Air Force Special Operations Training Center at Hurlburt Field, FL.

AU Response: Concur. The AF Special Operations Training Center was affiliated with the Community College of the Air Force. [Recommended Action: Closed].

Recommendation 11-2010-25: The Board recommended approval of the Substantive Change Type 2 (relocating a campus) for the 882nd Training Group from Sheppard AFB to Fort Sam Houston, TX. However, the Board remains concerned for the continuance of college credit for the Air Force enlisted members and therefore requests notification in the event the 882nd Training Group leadership is no longer the administrative authority for the 68 medical courses and for the 205 faculty members.

AU Response: Concur. The METC Commandant is scheduled to provide an update to the Board during the April 2011 Board meeting. [Recommended Action: OPEN. AU will notify the Board in the event the 882nd Training Group leadership is no longer the administrative authority for the AF courses].

Recommendation 11-2010-26: AF leadership support latitude to experiment with (and operate) emerging and mainstream educational technology that will not necessarily match current AF technology (and policy). This is required to keep the educational leaders of the AF at the cutting edge of education technology and thus keeping the AF in the lead.

AU Response: Concur. AU has professionals across the university with expertise in fostering innovation cultures among educators for experimenting with and operating emerging and mainstream educational technology. These professionals assist Air University leadership to determine how best to support the evaluation and assessment of the use and impact of the technology to meet current and future learning needs of Airmen. The Global Learning Forum is an example of a group created to directly serve and support the experimentation with and operating of emerging and mainstream educational technology among Air Force educators. The forum has grown on a global scale to include 300+ educators engaging in Air Force educational technology prototyping and assessment of learning impact. [Recommended Action: MONITOR].

Recommendation 11-2010-27: With the Contract-to-Civilian Program and Col Zucco’s upcoming retirement, there is a concern over loss of core competency. To minimize this, the Board recommends AU leadership provide an overlap for Col Zucco’s position prior to his retirement.

AU Response: Concur. AU is working with the incoming Chief Information Officer (CIO) to ensure adequate overlap. In addition, we are in the process of hiring a Senior Academic Technology Officer to work for the CIO. This position will provide further leadership and experience continuity within our Education Logistics and Communications Directorate. [Recommended Action: CLOSED].

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. AU submitted a Request for Information (RFI) through our base contracting organization to be published on Federal Business Opportunities. This RFI will allow industry to provide AU information on logistics, implementation, and operations and maintenance costs at no cost to the organization. Once posted to Federal Business Opportunities, companies have 45 days to provide feedback and recommendations to the University. After information is gathered, an analysis team comprised of AETC and AU personnel will conduct a risk and cost analysis to determine if the benefits will outweigh the risks to fully move certain AU faculty, staff, and students to an .edu domain using a commercial Internet Service Provider. [Recommended Action: OPEN. AU will provide status at the next Board meeting in November 2011].

Recommendation 11-2010-29: Need to prioritize the finalization of the fix to the CDSAR repairs/upgrade. The system is working again, but our understanding is that the full scope of a replacement and fix including full off-site hot spares has not been funded or installed.

AU Response: Concur. There are three steps still needed to complete the full scope of CDSAR repairs and upgrades. First, the use of MC Service Guard for failover capability on the legacy hardware and software will be implemented NLT 31 Mar 11. This will allow the system to automatically provide services from a different server if the current server goes down for any reason. This capability will be implemented for both the production and development CDSAR environments. Second, legacy code migration to Java has been challenging but is progressing and should allow AU to migrate all legacy processes to a new hardware platform NLT Dec 11. Finally, once operations are on a stable platform, then CDSAR legacy processes must be revamped, decoupled and/or migrated to other enterprise systems. However, this final phase is still unfunded. A \$1M+ unfunded requirement has been submitted to AETC for prioritization and resourcing, potentially at the end of the fiscal year. [Recommended Action: OPEN. AU will provide status at the next Board meeting in November 2011].

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 learned a lot about electronic enrollment and distance education, on the enterprise level, from the planning, establishment, and operation of the successful Online Learning Masters Program (OLMP). Significant advancements were made, under the OLMP effort, towards the design of an AU enterprise architecture suitable for supporting distance learners, faculty, and help desk services across a variety of school programs. Garnering insights from other institutions in higher education, with experience in launching and sustaining enterprise learning architectures, is also part of AU's planning effort to better address how to successfully integrate enterprise solutions in light of existing constraints and future growth needs for AU's information technology (IT) infrastructure, distance education program structures, available resources, and staffing levels.

Work on the establishment of enterprise-level business rules for distance education was started with OLMP and continues with the effort to integrate learning management, registration and

enrollment components across AU's distance education programs. This effort is significant for ensuring successful conversions and transitions to new enterprise systems while maintaining expected university and school-level operations and services. While componentization will allow AU to streamline, merge and/or delete multiple automated student management systems, the end state capabilities and needed functionality will not be reduced. This is of particular continued concern considering the potential reduction in the AU IT budget. Ongoing effort continues to result in the graceful reduction of stove-pipe school systems towards enterprise-level university systems capable of meeting or exceeding expected levels of operations and services while also providing flexibility to meet unique curricular program needs of AU schools. However, without further funding to augment current contractual and manpower resources, AU's Chief Information Officer's (CIO) staff will not be able to effectively plan, design, install, and test a single centralized enterprise-wide enrollment and registration capability equivalent to civilian institutions. The current fiscal challenge is projected to cut the software services staff by over 50 percent. Program Objective Memorandum submissions have been included in AU's enterprise planning to obtain fiscal support, across multiple years, for the continued conversion of existing systems, enterprise development, installation, testing, and sustainment costs envisioned for handling expanded enrollment and distance education for the full enterprise. [Recommended Action: OPEN. AU will provide status at the next Board meeting in November 2011].

Recommendation 11-2010-31: Develop a database and associated "www" site to highlight all the various educational developments, publications, and artifacts similar to the research products.

AU Response: Concur. AU plans to build upon Air War College's existing website which contains a collection of various educational developments, publications, and artifacts by extending capabilities through a distributive database-driven content management system (CMS) technologies (e.g. Sharepoint, Drupal, Joomla). Advances from CMS technologies offer the means for integrating digital education content creation, storage, retrieval, and use to specifically address user-community needs on-demand. Also, social networking technologies can be blended with CMS capabilities to improve relevancy and timeliness of content accessibility for dynamic use by war fighters across formal and informal learning environments spanning a lifetime of service. [Recommended Action: CLOSED].

Recommendation 11-2010-32: Recommend the AU Commander take all reasonable and practicable measures at his disposal to get the Secretary of the Air Force to weigh in and, to the extent possible, insist on directed action that would have the effect of erecting a protective firewall around AU's most valued and credentialed faculty members to ensure against Selective Early Retirement Board actions.

AU Response: Concur. The AF leadership has been made aware of the impacts the previous SERB had on the AU faculty. We have been assured that the SECAF Memorandum of Instruction to SERB Board members will convey the importance of considering commitments that candidates still owe to the Air Force based on investments the Air Force has made. [Recommended Action: CLOSED].

Recommendation 11-2010-33: Recommend the quality of the physical training center at Gunter Annex be raised up to acceptable standards.

AU Response: Concur. The existing Gunter Fitness Center, Bldg. 800, was constructed in 1943 as an aircraft maintenance hangar and converted to its current use in the 1960s. The facility is severely undersized, costly to maintain, and experiences continual problems with moisture, mold, temperatures, etc.

We have programmed a military construction (MILCON) project to construct a new fitness center to replace the old facility. The new state-of-the-art fitness center is planned at over three times the current size, at 62,000 SF, and is estimated to cost \$15.5M. The project has been submitted to AETC as AU's #1 Priority MILCON. In strict competition with the other 18 wings in AETC, it ranks as high as #4 in the command. However, in the current fiscal environment, funding through the normal MILCON process is doubtful.

We advocate heavily for the new fitness center with our Congressional Delegates and Air Force leadership whenever we get the opportunity. In the past year we have received visits from Congresswoman Martha Roby, and staffers for Senators Richard Shelby and Jeff Sessions and Congressman Mike Rogers. During each visit we provide detailed information on the project and its condition, and offer tours of the facility. We will continue to advocate for the MILCON project at every opportunity.

In the interim, we have completed projects to repair and refurbish the HVAC, upgrade finishes, and replace flooring. Additionally, when the new Gunter Commissary is complete in FY13, we plan to convert a portion of the old Gunter Commissary to a Fitness Center Annex.
[Recommended Action: MONITOR].

Recommendation 11-2010-34: Recommend Air University establish a Leadership/Ethics Chair along with plans to create a Leadership/Ethics Center in order to bring attention to the Air University.

AU Response: Partially Concur. Due to fiscal and manning constraints, AU will not be able to pursue a Leadership and Ethics Center at this time; however, we are working with the Air University Foundation to refine requirements for the establishment of an endowed Distinguished Chair of Leadership and Ethics at Air University. [Recommended Action: OPEN. AU will provide status at the next Board meeting in November 2011].

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.

AU Response: Nonconcur. AU/CC is sensitive to the unique requirements of the Higher Learning Commission and has reviewed AU academic policies impacting AFIT (13 Aug 10) and found them to be appropriate. [Recommended Action: CLOSED].

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, now referred to as the Facilitated ACSC Distance Learning Program) 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.

AU Response: Concur. With the stand-up of the online master degree program (Facilitated ACSC DL Program), AU has learned a significant amount on how to leverage Commercial Off The Shelf (COTS) Learning Management Systems (LMS) and the need for COTS to interface with our organic Student Management Systems (SMS) from an enrollment, registration, grades, transcription...etc basis. In addition, AU instituted policy for some COTS software to be implemented as enterprise solutions for the entire university. With the renewed focus and funding within the Barnes Center to update enlisted distance learning (DL) content and the need for other AU schools to update content and migrate their distance learning programs to online offering, efforts are underway to institute an AU Distance Learning Coordination Committee. This committee will determine enterprise-wide DL business processes and the supporting technologies/systems to execute the expected learning outcomes. A Program Objective Memorandum (POM) submission has been submitted to support this long-term effort; however, at this time we do not know whether funding will be allocated in the out years to support this worthwhile goal. In the meantime, we will continue to collect requirements and build the way ahead so we are prepared should funding become available. [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. The Quality Enhancement Plan is a 5-year effort (2009-2014) to systematically enhance student learning and the supporting educational environment to develop cross-culturally competent Airmen who meet the needs of the Air Force. It responds to both a Southern Association of Colleges and Schools' requirement for reaffirmation of accreditation and Department of Defense/Air Force mandates to prepare Airmen for global engagements. In the summer of 2011 the Plan will pass a significant milestone, with the initiation of Phase II (2011-2013) implementation. [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. The Facilitated Air Command and Staff College Distance Learning Program has been restored in the FY12 POM. However, strong advocacy will continue to be required as the FY13 POM (currently being worked) is even more constrained than its predecessor POM [Recommended Action: MONITOR].

Recommendation 04-2010-09: 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 the Community College of the Air Force prior to METC's application for affiliation during the November Board meeting.

AU Response: Concur. The Commandant of METC is scheduled to brief the Board during the spring meeting at AFIT. [Recommended Action: CLOSED].

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

AU Response: Concur. AFIT would like to install an Executive Director into the existing leadership team of the Commandant and the Vice Commandant in lieu of a Director of Academic Affairs (e.g. Chief Academic Officer). The Executive Director would have academic experience and provide the desired continuity, service, and strategic guidance to the graduate and continuing education schools. This position will focus on external academic responsibility and the numerous accreditation bodies and governance requirements. A position description has been completed and is currently being staffed at Air Force Senior Executive Management (AF/DPS) to get approval for AFIT to start the fill request through AFIT, AU, and AETC. The AFIT Commandant has identified and formally appointed the majority of roles and responsibilities to the Dean of the Graduate School until such time that an Executive Director can be hired. [Recommended Action: CLOSED].

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.

AU Response: Concur. A recent change (Interim change 3) to AFI 10-401, *Air Force Operations Planning and Execution*, modified the Deployment Availability Code (DAV) 64 for operational deferment. This code may be used (with general officer approval) in accordance with AETC Vice Commander guidance to identify personnel not available for deployment. Because of the long term adverse effect deployments have on AFIT’s research programs, AFIT is reviewing faculty positions and may request the DAV Code 64 (non-deployable) be assigned to individual military faculty or positions on a case-by-case basis. AFIT coded seven individuals with a DAV Code 64. Soon after, we determined the DAV code only protects individuals from X-band taskings and not from AFPC-tasked TDYs (365-day) deployments.

The faculty pipeline also must be managed to prevent long lapses in faculty fills. Personnel programs such as the Reductions in Force (RIF) and Selective Early Retirement Boards (SERB) programs continue to make this more difficult. As more faculty either voluntarily elect to separate or are involuntarily separated/retired on extremely short-notice, the prospect of filling these positions becomes less likely. This coupled with the fact that we are significantly decreasing Civilian Institution (CI) new starts for FY11 continues to make this recommendation particularly challenging. AFIT continues to work, to the best of its ability, filling military positions. We are currently 82% filled. In addition, Maj Gen Givhan (AFIT/CC) has spoken with Maj Gen A. J. Stewart (AFPC/CC) about developing a policy that will allow PhD graduates to deploy directly after completing their degree to allow them to serve as faculty without interruption. [Recommended Action: CLOSED].

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.

AU Response: Concur. AFIT's Military Construction (MILCON) request for a consolidated laboratory facility is in the FY14 Future Years Defense Program. The new laboratory building will replace and consolidate functions from three outdated and inadequate facilities (Bldgs 168, 194, and 470). Since the AFIT BOV Subcommittee's visit in early March 2010, congressional support for expediting the MILCON project was gained. Congressmen Michael Turner's and Steve Austria staff members toured AFIT facilities on 30 Apr 10 and 04 Jun 10, respectively. All agreed that the MILCON for the new laboratory facility, to be the future Bldg 647, should proceed as soon as possible. AFIT also hosted Congressman Steve Austria (OH-7, HAC MILCON Subcommittee) and staff on 25 Feb 11 for an AFIT orientation and lunch and Maj Gen Givhan readdressed the need for a consolidated laboratory facility. [Recommended Action: CLOSED].

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.

AU Response: Concur. AFIT has historically considered facilities sharing with AFRL. Prior to the planning of the current facilities request, equipment and facilities information was exchanged as part of the AFIT-AFRL Strategic Partnership MOA. Paragraph 3.f. of the MOA states:

Share Research Tools/Infrastructure. Significant sharing of library and laboratory resources between AFRL and AFIT has provided ongoing cost containment for both organizations. It is likely that there are additional, mutually beneficial opportunities for leveraging information technology, sharing software, libraries, laboratories and test equipment. Long term collaborative usage shall be documented, with mutual costs and benefits reviewed at the Partnership Summit. Both organizations encourage ad hoc usage of facilities and equipment on a non-interference basis, with mutually agreed upon support of incremental costs.

Presently, Attachment 7 of the MOA addresses sharing of the following facilities:

- 1) Electron beam lithography, including associated clean room usage.
- 2) Plasma etching systems, including Deep Reactive Ion Etch (DRIE) system.
- 3) Radiation and scattering measurement facility, including collaboration in the development of a major radar cross section complex under construction as a result of Base Realignment and Closure (BRAC) Commission results.

AFIT faculty leverage AFRL experimental facilities on an ongoing basis. A survey of students conducted in 2005 indicated that over 30% of students conducting experimental research utilized one or more AFRL research facilities in their work.

Although AFIT collaborates with AFRL to the extent feasible, AFIT student usage is often so extensive as to require AFIT-controlled facilities in order to meet stringent graduation timelines. In those cases, AFIT must pursue acquisition of separate facilities. [Recommended Action: CLOSED].

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

AU Response: Concur. The following are examples of the increased emphasis for collaboration, consultation, and education. Many of the specific actions below were formally

incorporated into the CSE mission by way of a new charter, signed by the SAF/AQ Military Deputy, Lt Gen Mark Shackelford.

- **Consultation:** Since October 2009, the CSE has shifted significant manpower and financial resources towards consulting with program offices and higher headquarters, e.g., KC-X, B-2, SAF/AQR, and OSD/DDR&E. Approximately 65% of the CSE Applications and Development Division manpower is now focused on consultations—more than double the FY09 level. By increasing our focus on program office and HHQ consultation, CSE is increasing awareness among the SE workforce of the CSE's existence and capabilities, thereby engendering further consultation opportunities. For example, in support of SAF/AQR workforce development activities, CSE is now developing a certification and credentialing program for Air Force airworthiness decision authorities as well as for Air Force systems engineers.

- **Collaboration:** The CSE ramped up its efforts to increase SE collaboration across the AF, as well as with the other services, industry, and academia. CSE's most notable efforts include co-chairing an OSD-sponsored joint-service Reliability Working Group to improve weapon system reliability across the board. Additionally, as a result of recent codification in a charter for the Air Force Systems Engineering Tools Executive Steering Group, CSE is positioned as the central Air Force repository for SE best practices and tools, e.g., AF Systems Engineering Assessment Model; Requirements Traceability Tool; and Risk Identification: Integration and "Ilities." In August 2010 CSE co-sponsored the highly successful 1st Annual Systems Engineering Conference with SAF/AQ. Over two hundred engineers from across the AF, along with representatives from OSD and SAF/AQX, gained insight into SE best practices and lessons learned. CSE is now actively engaged in planning the 2nd Annual SE Conference this coming August.

- **Education:** The CSE continues to co-chair with SAF/AQR the Systems Engineering Professional Continuing Education (SE PCE) Oversight Board. This Board examines the spectrum of SE-related PCE (AFIT, DAU, and Product Centers) to assess effectiveness and efficiency of the global curricula for gaps, redundancies, inaccurate or incomplete materials. Last year CSE leadership successfully linked the SE PCE Oversight Board in a supporting role to the Scientist and Engineer Advisory Council chaired by SAF/AQR, which, in turn, is subordinate to the Science, Technology, Engineering, and Mathematics Advisory Council chaired by SAF/AQ. The CSE also co-teaches the AFIT/LS Applied Systems Engineering short course and assists in the development/revision of other LS courses, and influences the AFIT/EN SE curriculum through the AFIT Practitioner Advisory Board. [Recommended Action: CLOSED].

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.

AU Response: Concur. AFIT faculty members continue to be very active in research efforts designed to provide greater security to the national energy infrastructure. Energy conversion, generation, distribution, and power systems are studied in the 4IEA-4IEY Academic Specialty Codes (ASCs). The Air Force has not sent officers for Advanced Academic Degrees for an electrical engineering degree specializing in any of the 4IEA-4IEY ASCs in at least the last 10 years. AFIT does not currently support these ASCs since our degree programs, specializations, and individual courses are demand-driven and there is no demand for 4IEx-qualified officers. If

the Air Force Personnel Center, working with the various Air Force organizations with electrical engineering billets, identifies a need for 4EIX-qualified officers, AFIT will support those ASCs. [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. On April 4th, the President nominated to the Senate Maj Gen Fadok for promotion to Lt Gen and appointment as "Commander and President, Air University". [Recommended Action: CLOSED].

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. The AFIT Commandant chartered a Strategic Communications Working Group (SCWG) to continually monitor outreach opportunities for AFIT as a whole. The SCWG is charged with institute-wide efforts to deliver messages to targeted audiences and has led several campaigns since inception to include a first-ever AFIT wide Annual Report for FY 2010. The SCWG developed an AFIT Strategic Communications Plan, endorsed by the Commandant and a strategic communication toolkit for all AFIT personnel to use for outreach activities.

In 2010, the Commandant and senior staff conducted 70 visits with senior civilian and military leadership. Additionally, AFIT has been successful in garnering favorable coverage with local leaders and media. Also, AFIT has had good coverage in the National Defense Magazine, AF Magazine, DoD Bloggers Forum, and local TV and radio stations. [Recommended Action: CLOSED].

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. Maj Gen Givhan actively participates in the STEM Advisory Council and is working to build advocacy for an inventory management model for STEM management, similar to the model used for the Air Force rated community. This recommendation was also 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 within this study. [Recommended Action: CLOSED].