

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

16 April 2012 / 0800 – 1700

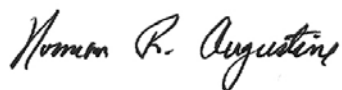
17 Apr 2012 / 0800 – 1130

Open Meeting

Commander's Conference Room (B800)

Maxwell Air Force Base, AL 35112

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



NORMAN R. AUGUSTINE

Chair, AU Board of Visitors

May 10th, 2012

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- Section II: Board Activities and Discussions
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- Section VI: Subcommittee(s) Meeting Summary
- Section VII: SECAF Executive Summary, January 2012
- Section VIII: AU Policy Letters regarding Academic Processes

Section I: Board Attendance

A. Board Members attending the meeting:

1. Mr. Norman Augustine
2. Gen Charles Boyd, USAF, Ret
3. Maj Gen Stephen Condon, USAF, Ret
4. Ambassador Gary Cooper, Maj Gen, USMC, Ret
5. Dr. Don Daniel
6. Dr. Stephen Fritz
7. Gen Patrick Gamble, USAF, Ret
8. Dr. Jack Hawkins
9. Dr. Muriel Howard
10. Dr. Benjamin Lambeth
11. Dr. Ann Millner
12. CMSAF Gerald Murray, USAF, Ret
13. Vice Adm Daniel Oliver, USN, Ret
14. Maj Gen Richard Paul, USAF, Ret
15. Brig Gen Clifton Poole, USA, Ret
16. Maj Gen Ron Sega, USAF, Ret
17. Mr. Fletcher Wiley

B. Members of the AU BOV absent:

1. Dr. Susan Aldridge
2. Dr. Terry Alfriend
3. Col Robert Beasley, USAF, Ret
4. Rev William Beauchamp
5. Mrs. Mary Boies
6. Adm Vern Clark, USN, Ret
7. Dr. Ding-Jo Currie
8. Mr. Henry Fong
9. Dr. Mildred Garcia
10. Dr. Rufus Glasper
11. Dr. Joe Lee
12. CMSgt Karl Meyers, USAF, Ret
13. Dr. Eugene Spafford

C. Air University and other personnel attending the meeting:

1. Lt Gen David Fadok, AU/CC
2. Maj Gen Thomas Andersen, AU/CV
3. Maj Gen Scott Hanson, Spaatz Center/CC
4. Dr. Bruce Murphy, AU/CF
5. Brig Gen Stephen Denker, ACSC/CC
6. RADM Bob Kiser, METC Commandant
7. BGEN David Smalley, METC
8. Brig Gen Roger Watkins, Holm Center/CC
9. Col David Cohen, AU/DS
10. Col Timothy Lawrence, AFIT/CC
11. Col Terrance McCaffrey, SOC/CC
12. Col John McCain, Eaker Center/CC
13. Col Stewart Price, Barnes Center/CC
14. Col Timothy Schultz, SAASS/CC
15. Col Susan Schlacter, 42 ABW/CV
16. CMSgt Kevin Lambing, METC
17. CMSgt Lonnie Slater, AU/CCC
18. Dr. Chris Cain, AFRI
19. Dr. Phil Chansler, AU
20. Dr. Mark Conversino, Spaatz Center
21. Dr. Hank Dasinger, AU/CFA
22. Dr. Steve Hansen, AU/CFA
23. Dr. Richard Lester, Eaker Center
24. Dr. Jeff Luzius, AU/AUL
25. Dr. Shawn O'Mailia, Alternate DFO
26. Dr. Glen Spivey, Spaatz Center
27. Dr. Marlin Thomas, AFIT
28. Mr. John Carter, Spaatz Center
29. Mr. Harry Foster, Spaatz Center
30. Mr. John Kongable, AU/JA
31. Mr. Stan Norris, Spaatz Center
32. Mr. Lloyd Wilson, AU/CFR
33. 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 16 April 2012 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 17 February 2012 (Vol.77, No. 33). Mrs. Diana Bunch, Designated Federal Officer for the Board, was present during the meeting and a quorum was met.

B. Mr. Augustine congratulated the board members on their reappointment from the Secretary of Defense as members of the AU Board of Visitors and invited Mr. Donald Comstock, Chief of Civilian Personnel Office to complete the appointment affidavits.

C. Mr. Augustine extended his appreciation to Dr. Jack Hawkins for his outstanding job as BOV Chair during the past couple of years.

D. After an overview of the meeting agenda and activities, Mr. Augustine informed the Board that the previous meeting minutes were approved on 21 February 2012 and that the Board had received The Air University's responses to the recommendations contained in those minutes.

Mr. Augustine also informed the board members of the recent changes in membership for federal advisory committees within the Department of Defense. The term of service for BOV membership had been waived by SECAF and SECDEF to permit three, three-year terms for a total of nine years. However, the maximum number of years for all committee members within DoD is now eight years. In addition, the board membership will be reduced from 35 members to 20 members effective with the 1 January 2013 appointments. AU will review the current board structure and membership and present options to comply with these new requirements.

E. The AU Commander and President Discussions: Lt Gen David Fadok discussed his three focus areas to lead the AU forward; one each associated with AU's major mission sets of Education, Research, and Outreach. In education, Gen Fadok has broadened the focus area on Blended Learning to address the larger issue of AETC transformation. The strategic imperative for this command-wide transformation is cost reduction. In research, Gen Fadok appointed the Air Force Institute of Technology (AFIT) Center for Cyber Research as the AU lead for advancing the "Cyber ACTS" concept briefed in November 2011. The Air University draws its roots from the Air Corps Tactical School (ACTS) formed at Maxwell in the interwar years between World War I and World War II. ACTS established the intellectual foundation of U.S. airpower theory and the strategic bombing campaign of World War II. We are now in a new interwar period for cyberspace. We envision "Cyber ACTS" as a virtually/physically-networked community of interest through which to advance thought on how to operate in this new medium. In addition, Gen Fadok tasked the Air Force Research Institute (AFRI) to dedicate one of its 2-3 annual symposia/workshops to support "Cyber ACTS" efforts. Finally, in outreach, Gen Fadok reviewed the recent meeting with our Command Board of Advisors (CBOA), a collection of Air Force 3-stars who serve as Vice Commanders for the various Major Commands.

Gen Fadok discussed the recent visit from General Edward Rice, Commander of Air Education and Training Command. Gen Rice visited AU to see the various transformation efforts and was pleased with the work AU has done.

Gen Fadok invited Mrs. Gayle Mead to provide an overview of the current and proposed financial resources for the university. The Air University's projected FY12 initial distribution is approximately 17% lower than FY11; however, most changes are due to programmatic decreases. This reduction included the following major programmatic adjustments: Restoration of Online Masters Program, +\$5.6M; Restructure In-residence Company Grade Officer (CGO) PME, -\$16.1M; Unjustified Growth, -\$5.1M; .edu Reduction, -\$3.8M; Realign AU Civilian End Strength, -\$3.1M; Knowledge Based Efficiencies, -\$3.0M; Correct Active-Duty Initial Skills training, -\$2.4M; and Civilian Pay, -\$1.5M. The largest change was from the Air Staff Execution Reserve Account (ERA), in the past the Student TDY was exempt from ERA (not any longer), -\$20.6M. This equates to a 16.8% reduction to Education funding from FY11 to FY12.

Education Program is budgeted at \$299M in FY13 which equates to an 18.3% increase to Education funding from FY12 to FY13. It includes the following major programmatic adjustments: Student TDY fixed in FY13, +\$25M; Language Enabled Airman Program, +\$6.6M; NCOA Expansion, +\$2.1M; Cyber 200/300 Courses added, +\$2.4M; AFIT Civilian Institution fixed, +\$1.8M; Nuclear Education, +\$674K; Restored SOC baseline, +\$1.1M; Misc, +\$3.3M; Eliminated AECP Program, -\$1M; DLA-Document Services Cost Reductions, -\$2.4M.

There was much discussion among the Board regarding the elimination of the Airmen Education and Commissioning Program (AECP) and whether the current legislation requires the military services to provide a means for enlisted personnel to obtain a commission.

Gen Fadok announced the recent selection of Dr. Todd Stewart (Major General, USAF, Retired) as the Director and Chancellor of the Air Force Institute of Technology. Dr. Stewart will be appointed on 8 May 2012 during a ceremony at AFIT. The BOV commended Col Timothy Lawrence for his leadership as the AFIT Commander during this transition.

Gen Fadok also discussed the three BOV recommendations concerning various levels of decision-making authority. The Air University developed a series of policy letters as preludes to developing and implementing formal University instructions for these authorities.

One policy letter established a University academic corporate process for review and approval of curriculum with authority for course-level and non-credit courses at the Center level while new programs or substantive changes will require review/approval through the academic corporate process.

A second policy letter outlines the process for faculty hiring, promotion and reappointment. Generally, approval for faculty actions resides at the center commander level with review at various HQ levels. If in the event of unresolved differences between the center and HQ AU review, the AU commander and president will make the final decision.

Policy letters are effective for 180 days at which time they will be replaced by formal University level instructions.

Gen Fadok invited each of his center commanders to provide an overview of their education and outreach through partnerships with the civilian (to include US and international) colleges and universities.

Gen Fadok concluded his discussion by requesting the BOV identify ways (recommendations) AU can operate in a “low cost” and “high effective” environment.

F. Faculty Spotlight: Mr. Harry Foster from the Center for Strategy and Technology presented the “Blue Horizons” briefing. The briefing followed an in-depth analysis of the future threats in 2035 and assesses how the AF must posture itself to meet that complex and surprising world.

G. Student Spotlight: The Air War College's (AWC) Grand Strategy Program (GSP), now in its second year. This program comprises a single seminar of twelve students and is a more intense course of study offered on a voluntary basis to those officers seeking a deeper understanding of the development and implementation of grand strategy. The BOV had the privilege of speaking with a panel of three students regarding their experiences and observations for this program.

H. General (ret) Pat Gamble provided a summary of the discussions with Honorable Michael Donley during the January 2012 meeting.

I. AU Future Learning Discussions. In order to examine possible directions for AU in the midst of projected future austere budgets, the AU commander and president last fall established two task forces with representation from across the institution. One team was to examine reorganization efficiencies and the other was to examine implementation of hybrid/blended learning across the university. After much work, the AU commander and president determined that these two groups were not progressing at a pace to meet requirements in a timely fashion. In mid-March, he disbanded the hybrid/blended and reorganization groups and started over with a smaller AU Transformation Group headed by Maj Gen Andersen (the AU vice commander) and charged them with coming up with a vision for the future of AF education as well as a business case analysis defending current learning levels and addressing affordable and sustainable technologies that can support the vision. Gen Andersen provided highlights of the team’s work regarding alternative organizational constructs, financial reductions, as well as a way to implement the changes. Gen Andersen solicited the Board’s assistance to provide recommendations for quantifying the benefits of education; leveraging experience in educational and training environments, and for incorporating organizational changes.

J. Air University Accreditation Update: Dr. Bruce Murphy, Vice President for Academic Affairs, provided an overview of AU’s preparations for the Southern Association of Colleges and Schools (SACS) Commission on Colleges’ (COC) requirement for a Fifth-Year Interim Report. The Fifth-Year Interim Report is due in September 2014 and will be reviewed by SACS COC in December 2014. The Board pointed out the importance of accreditation and stressed this process shouldn’t be taken for granted. The Board requested an update on the progress of the Fifth-Year Interim Report at future meetings.

K. Tuesday morning, 17 April 2012, four of the Board’s subcommittees met to discuss the academic affairs, technology, research, and institutional advancement functions of the University. Each of the subcommittees provided their report and recommendations to the full committee later the same day. Approved recommendations from the committee are listed in Section IV of these minutes and subcommittee meeting summaries are provided in Section VI.

L. The Board's requests, observations, and recommendations were presented to Gen Fadok on Tuesday, 17 April 2012, and are included in Sections IV of these minutes.

M. Mr. Augustine welcomed any comments from the public. There being none, he asked for concluding remarks. There being none, the meeting was adjourned at 11:30 a.m. on Tuesday, 17 April 2012.

Section III: Board Actions

A. **November 2012 BOV Meeting Minutes.** The Board approved the November 2012 Meeting Minutes on 21 February 2012.

B. **Future Meeting Dates.** The Board approved the next meeting date of 5 – 6 November 2012 to be held at Air University, Maxwell AFB, AL.

C. **Review of Mission Statement, Fiscal Stability, Institutional Policies, and Foundations.** The Board also reviewed and approved the annual budget with recommendations, if any, listed in Section IV of these minutes.

D. **Academic Policies** (e.g. faculty hiring, curriculum, program changes). The Board reviewed the policies and procedures for faculty data, curriculum and program changes with recommendations, if any, listed in Section IV of these minutes.

E. **Board Officers.** In accordance with the Bylaws, Mr. Norman Augustine assumed the role of Board Chair on 1 January 2012 and Dr. Muriel Howard assumed the role of Chair Elect.

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

G. **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 BOV Bylaws).

Section IV: Board Requests, Observations, and Recommendations

(Numbering Key: MM/YYYY/##)

A. Agenda Requests:

Request 04-2012-01: The Board requested interim updates when significant events (good or bad) occur in between board meeting. Information should be concise, brief, board-level interest items and could be sent via e-mail format.

Request 04-2012-02: Suggest the Strategic Imperatives be briefed to wider audiences such as faculty and students for further discussion and prioritization. AU might consider using tools such as Delphi in the prioritization process. The BOV requested an update at the November 2012 meeting.

Request 04-2012-03: Requested an update regarding the move to .edu during the next BOV meeting in November 2012.

Request 04-2012-04: Requested an update regarding SOS Blending Learning initiative.

Request 04-2012-05: Requested BOV be briefed on the Fifth Year Review efforts at each meeting.

Request 04-2012-06: The BOV appreciated that the briefing Maj Gen Andersen provided was the beginning of creating a "learning Air Force" strategy for the future. It is conceptual and preliminary and raised many questions for the Board members. The BOV requested a follow up meeting (conference call) during the next 60 to 90 days to discuss the Tiger Team's developments.

B. Observations: None.

C. Recommendations:

Recommendation 04-2012-01: Air University confirm through the general counsel whether there is still a congressional mandate that the services provide a commission means for enlisted personnel. If that requirement still exists, request AU provide the BOV a description of how the AF will meet the spirit, intent, and letter of that requirement without the Airmen Education Commissioning Program (AECP).

Recommendation 04-2012-02: The Board recommended candidacy status for the National Guard Cyber Training Center.

Recommendation 04-2012-03: The Board recommended candidacy status for the Medical Education and Training Campus.

Recommendation 04-2012-04: The Board recommended approval of CCAF Academic Policy 6.14.0. Admitted and registered students who have been separated, retired or commissioned shall be withdrawn. Retired or separated members who at the time of separation from active duty are categorized by the Service Secretary concerned as seriously wounded, ill, or injured as

that term is defined in the Wounded Warrior Act are authorized to participate in CCAF programs up to 10 years after separation or retirement. This provision applies to members so categorized after 11 September 2001; for those separated between 12 September 2001 and 30 December 2011, the 10-Year commencement date shall be 30 December 2011.

Recommendation 04-2012-05: Given the financial environment, AU should point out the risks being taken as they respond to decision makers and that AU stress the long-term benefits of education as an investment in the future leadership of the Air Force.

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.

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

(Numbering Key: MM/YYYY/##)

A. Agenda Requests:

Request 11-2011-01: Request an update of the Academic Council process to include working groups (university or center levels) and how the process funnels up to Board level (senior civilian faculty) up to Council level (university leadership).

AU Response: An AU policy letter (Section VIII) has been developed pending the coordination of an AU Instruction codifying an academic corporate process. In addition, Lt Gen Fadok discussed this issue during the April Board meeting. **Recommended Action: CLOSED.**

Request 11-2011-02: Request the Blue Horizons Report be briefed to the AF CSAF and the SECAF as well as to the BOV at the next meeting, followed by discussion time.

AU Response: The Blue Horizons Report was discussed during the April Board meeting. **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. The Enlisted-to-AFIT program is reviewed by USAF senior leadership to ensure that the requirements generation, selection, and assignments processes are operating effectively. We are excited to report AFIT has its first-ever PhD student. Master Sergeant Jeff Morris is pursuing a PhD in system's engineering and hopes to remain at AFIT as its first enlisted faculty member after graduation. **Recommended Action: CLOSED.**

Grad Yr	Rank	Last Name	Program Description / Degree	Current Position Title
2011	MSgt	Royals	Information Resource Mgt /MS	Broadcast Maintenance Manager
2011	MSgt	Rinker	Industrial Hygiene / MS	Supt, Force Development Division
2011	MSgt	Peterson	Information Resource Mgt /MS	Superintendent, Operations Division
2011	MSgt	Woolingham	Cyber Operations /MS	Section Chief, Computer Network Defense and Analysis
2011	MSgt	Monfette	Engineering Management /MS	Strategic Sourcing Program Manager
2011	TSgt	Hicks	Information Resource Mgt /MS	Command Logistics Strategic Integration Manager
2010	MSgt	Bai	Cyber Operations /MS	Supt, Network Warfare Operations
2010	MSgt	Schuler	Combating Weapons Of Mass Destruction /MS	Operations Superintendent
2010	MSgt	Flosi	Logistics & Supply Chain Mgt /MS	NCOIC, Weapons Maintenance
2010	CMSgt	Hale	Information Resource Mgt /MS	Supt, Center for Cyberspace Research
2010	MSgt	Scanlan	Information Resource Mgt /MS	Information Systems Security Manager

Grad Yr	Rank	Last Name	Program Description / Degree	Current Position Title
2010	SMSGt	Tobin	Logistics & Supply Chain Mgt /MS	Command Fabrication Accessories Manager
2009	SMSGt	Wabiszewski	Cyber Warfare And Operations /MS	Supt, AF Cyberspace Technical Center of Excellence
2009	SMSGt	Woelfle	Cyber Operations /MS	Chief, AF Cyberspace Technical Center of Excellence
2009	SMSGt	Tucker	Information Resource Mgt /MS	Manager, Strategic Plans Division
2009	MSgt	McGill	Information Resource Mgt /MS	NCOIC, Education and Training
2009	MSgt	Fetters	Information Resource Mgt /MS	Command Acquisition Manager
2009	SMSGt	Sprague	Logistics Management /MS	KC-46A Test & Evaluation Supt
2009	MSgt	Heiman	Logistics Management /MS	Sensors CRF Section Supt
2009	MSgt	Blackman	Logistics Management /MS	KC-X Airlift Tanker Acquisition Supt
2009	Capt	Batten	Industrial Hygiene /MS	Consultant

B. Observations:

Observation 11-2011-01: The BOV is concerned that the new AFIT Chancellor position requirements may be too restrictive to attract a robust applicant pool.

AU Response: Concur. Based on the Board discussions, AU updated the AFIT Chancellor position requirements. The six candidates interviewed by the selection panel were outstanding and Gen Fadok announced the recent selection of Dr. Todd Stewart (Major General, USAF, Retired) as the Director and Chancellor of the Air Force Institute of Technology. Dr. Stewart will be appointed on 8 May 2012 during a ceremony at AFIT. **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 of "safety valves" such as source code escrow and dual implementations.

AU Response: In June 2011, AU discontinued pursuing the usage of the Learning Content Management System, OutStart. The decision was driven by OutStart's new pricing model. The cost for additional usage capability and associated technical and maintenance support rose to \$430K annually. This is in addition to the \$43K AETC would pay for renewal maintenance. **Recommended Action: CLOSED. See new Recommendation 11-2011-25.**

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 has issued a policy letter (Section VIII) on Enhancing Brand Identification and is developing an Air University Instruction to institutionalize the policy.
Recommended Action: CLOSED.

C. Recommendations:

Recommendation 11-2011-15: The Air Force will need upgrades to doctrine, officer professional education, legal research, and a huge new focus on intellectual recruitment, education and training. Because of this investment, retention will have to be paramount.

AU Response: Recommendation presented to SECAF on 20 January 2012 for consideration.

Recommendation 11-2011-16: The thinking and planning has to be focused well ahead of time into a service-level effort in order to effectively backup an AF claim regarding ownership of a high technology war-fighting future.

AU Response: Recommendation presented to SECAF on 20 January 2012 for consideration.

Recommendation 11-2011-17: Leadership development will be every bit as vital a component as it is today...and maybe more so in a much more technically complex future. The future AF will demand the skills of AF PhDs who are applying cutting edge, highly classified physics, mathematics and engineering to absolutely new methods and means of war fighting.

AU Response: Recommendation presented to SECAF on 20 January 2012 for consideration. Additionally, HQ AF showed strong support of STEM positions in the FY13 education requirement board with 88 percent of the requirements being filled.

Recommendation 11-2011-18: The AU board suggested first and foremost that there has to be crystal-like clarity on the Air Force's future mission, and then equal clarity on the education and the associated investment strategy to make it happen. That said, we also respectfully commend to you AU's remarkable intellectual wherewithal to help create that strategy.

AU Response: Recommendation presented to SECAF on 20 January 2012 for consideration.

Recommendation 11-2011-19: Recommend that distance learning system requirements and priorities be agreed upon in the context of blended learning and use these to move forward in acquiring and deploying an initial comprehensive learning management solution that meets those requirements.

AU Response: Concur. The AU Commander and President established a group directed by AU Vice Commander to chart the way ahead for various issues across the university. Additionally, AU has developed a series of Strategic Imperatives for education that were briefed to the BOV during the November 2011 meeting. These imperatives were also discussed at the last two AU Command Board of Advisors meetings, and have been discussed with AETC's Chief Learning Officer team. AU also discussed the latest developments of the Strategic Imperatives with the Academic Affairs Subcommittee and will provide another update during the November 2012 meeting. **Recommended Action: MONITOR.**

Recommendation 11-2011-20: The Board approved the revised Squadron Officer School program, but remain 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. There are numerous transformational initiatives under consideration across AU; therefore, we are creating a standardized cost accounting and business case analysis model for all of AU's existing distance learning, in-resident and blended learning education programs and will provide this information to the Board when available. **Recommended Action: OPEN.**

Recommendation 11-2011-21: Determine if METC's affiliation with CCAF is still possible through a memorandum of understanding, active participation in new governance structure, temporary internal waiver for instructor qualifications or other potential options and report to the AU BOV.

AU Response: Concur. The CCAF Commander discussed the latest status of METC during the April Board meeting and the BOV endorsed the candidacy status for METC. **Recommended Action: CLOSED.**

Recommendation 11-2011-22: The Board recommended four nominees for consideration for the 2012 honorary degree presentation.

AU Response: Concur. The Commander and President accepted the four nominees and is coordinating the next Honorary Degree ceremony. **Recommended Action: CLOSED.**

Recommendation 11-2011-23: The Board recommended final resolution be given to the 28 recommendations contained in the study provided by Dr. James Fisher.

AU Response: Concur. The Vice President for Academic Affairs provided an update on the recommendations of the Fisher Study. Of the 28 recommendations, just over half were acted on in part, are in process, or were acted on as recommended. See also Recommendation 04-2012-06. **Recommended Action: CLOSED.**

Recommendation 11-2011-24: The Board commended Air University on the quality of this institution and recognizes the transformational shift of AU, particularly with regards to blended learning, research and recommended consideration be given to change the name of the University. The Board also suggested AU research who their most famous graduates have been to highlight the University's name.

AU Response: The AU Commander and President discussed this issue during the April Board meeting and the BOV unanimously agreed to retain the current name of Air University. **Recommended Action: CLOSED.**

Recommendation 11-2011-25: We acknowledge the decision to abandon further use of OutStart. This validates our original concern about critical path dependencies on externally-licensed products. As such, we wish to modify Observation 11-2010-06 into a recommendation: AU should have a formal, repeatable process to evaluate risks associated with the licensing and/or operation of third-party products that are on critical paths for AU missions. That process should include evaluation of backups, "hot spares," escrow alternatives, and other alternatives. The BOV wishes to see a report on the development and details of this process.

AU Response: There are no changes to report at this time. **Recommended Action: MONITOR.**

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.

AU Response: Concur. The CCAF Commander discussed METC's candidacy request during the April Board meeting and the BOV unanimously agreed to endorse the candidacy status of METC. **Recommended Action: CLOSED.**

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.

AU Response: Concur. The AU Commander and President established a group directed by AU Vice Commander to chart the way ahead for various issues across the university. Additionally, AU has developed a series of Strategic Imperatives for education that were briefed to the BOV during the November 2011 meeting. These imperatives were also discussed at the last two AU Command Board of Advisors meetings, and have been discussed with AETC's Chief Learning Officer team. AU also discussed the latest developments of the Strategic Imperatives with the Academic Affairs Subcommittee and will provide another update during the November 2012 meeting. **Recommended Action: CLOSED – Combine with Recommendation 11-2011-19 and continue to Monitor.**

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

BOV Update Nov 2011: The committee acknowledges and is pleased with the comprehensive efforts that are currently underway to keep cyber curriculum current with appropriate agencies and groups. However, we request that the status of this item be listed as "Monitor" with a biannual status check planned.

AU Response: Concur. The AFIT Commander discussed the Cyber Air Corps Tactic School during the April board meeting and will discuss in more detail during the AFIT Subcommittee meeting in May 2012. **Recommended Action: MONITOR; with biannual status check.**

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 AU Commander and President met with AU senior leadership and developed an AU policy letter (Section VIII) pending the coordination of an AU Instruction codifying this process. **Recommended Action: CLOSED.**

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 AU Commander and President met with AU senior leadership and developed an AU policy letter (Section VIII) pending the coordination of an AU Instruction codifying this process. **Recommended Action: CLOSED.**

Recommendation 11-2010-19: AU Commander and President, 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 provides a timely review of final recommendations (provided by center commanders) for compliance with policies and procedures and make recommendations to the AU Commander and President (approval authority).

AU Response: Partially Concur. The AU Commander and President met with AU senior leadership and developed an AU policy letter (Section VIII) pending the coordination of an AU Instruction codifying this process. Generally, approval for faculty actions resides at the center commander level with review at various HQ levels. If in the event of unresolved differences between the center and HQ AU review, the AU commander and president will make the final decision. **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 CCAF Commander discussed the latest status of METC during the April Board meeting and the BOV unanimously agreed to endorse the candidacy status of METC. **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. There are no changes to report at this time. **Recommended Action: OPEN.**

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.

BOV Update Nov 2011: The committee is pleased to see progress being made on the replacement and upgrade of this system. However, we are not ready to consider this issue as closed as there are still outstanding modifications scheduled into next year. We wish to be informed about continuing progress in the upgrade of CDSAR, and will reconsider the status of this recommendation after the upgrades are completed.

AU Response: Concur. Progress continues in the upgrade of CDSAR. AU/A6M is continuing to work the rewrite of CDSAR, but the complexity has required more extensive analysis. Coding of the first module (enrollment) is well on its way and the design of the inventory module is complete with initial coding underway. **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. There are no changes to report at this time. **Recommended Action: MONITOR.**

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

AU Response: Concur. There are no changes to report at this time. **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, the AU Foundation has prepared a requirements package to establish an endowed Distinguished Chair of Leadership and Ethics at Air University and is currently seeking funding for this position. **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. There are no changes to report at this time. **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. Air University’s Quality Enhancement Plan is a five-year effort (2009-2014) to systematically enhance student learning and the supporting educational environment to develop cross-culturally competent Airmen. It responds to both a Southern Association of Colleges and Schools (SACS) requirement for reaffirmation of accreditation and Air Force/Department of Defense mandates to prepare Airmen for global engagements. SACS reviewed and approved our Plan in 2009. Execution is being conducted in two Phases, 2009-2011 and 2011-2013, with this academic year marking the start of Phase II. Each Phase is composed of three year-long Stages: 1. Needs Assessment/Infusion of Curriculum; 2. Expansion of Curriculum; 3. Sustainment of Curriculum.

In early Fall of 2011, the Plan underwent its annual Educational Program Review, chaired by the Commander and President of Air University. This process summarized efforts from year two of the Plan’s implementation (2010-2011), then addressed plans for the current Academic Year (2011-2012). The “bottom line” of the Review was that all key educational and support efforts required for the Quality Enhancement Plan were in place and on track. Further, Air University’s Plan is meeting most of the goals we set for learning outcomes, with periodic modifications occurring to ensure our targets are challenging yet feasible. The Plan is being implemented across the majority of the continuum of education.

Two of three Phase I schools (Community College of the Air Force, Officer Training School) are entering the Sustainment Stage. Squadron Officer College, on the other hand, is rebooting their assessment after the overhaul of curriculum in the summer and fall of 2011. Three Phase II schools (International Officer School, Air Command and Staff College, Senior NCO Academy) are in the Expansion Stage (1 year ahead of schedule), having included new curriculum and now testing assessment measures. The remaining two Phase II schools (Air War College, NCO Academy) are starting the Needs Assessment/Infusion Stage, which includes establishing learning outcomes and measures relevant to their schools. The Annual Review also added two new programs to Phase 2 of the Plan: another Community College course and the Air Force Fellows Program.

However, curricular revisions and assessment of student learning outcomes are only two of the Plan’s five lines of activities: Searches were conducted in fall of 2011 to fill the final three specialized faculty positions envisioned by the Quality Enhancement Plan. We hope these

individuals will be in place by summer 2012, providing the minimum group of scholars necessary to successfully implement/assess Phase II of the Plan.

The fourth line of activity, professional development, is necessary to ensure that non-expert faculty members can integrate appropriate cross-cultural materials to core courses in ways that support achieving the Plan's student learning outcomes. In summer 2011, six Air University faculty/staff attended specialized courses off-site to prepare them for this challenge (a slight decrease from 2010 due to funding limitations). Given the increased cadre of specialized faculty now in place, we plan to organize a suite of professional development workshops at Air University in summer 2012 to reduce this cost and better tailor the instruction. The final line of activity, research leading to the development of learning resources, has benefited from Air Force projects such as field guides and interactive videos in support of operations in Afghanistan and Building Partnership activities.

Finally, two previously mentioned challenges have been resolved: First, the Cultural Studies Project received Institutional Review Board approval from the Air Force Academy. This is permitting the implementation of qualitative assessment practices and the collection of Airmen's cross cultural experiences for infusion to courses. Second, the Air Force Research Laboratory's Human Performance Wing has commenced a study to validate the academic model that underlies the Plan and generate a performance model for all ranks of Airmen. This will help ensure the Plan is properly aligned with Airmen's actual requirements in the field. Unfortunately, one final challenge previously discussed with the Board, establishing a mechanism to systematically collaborate with senior civilian scholars, has not yet been resolved due to legal and policy challenges. Finally, two decisions have been temporarily deferred pending additional information: the scope of the Community College introductory course and the possible inclusion of a general officer course in the Plan. **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. There are no changes to report at this time. **Recommended Action: MONITOR.**

Section VI: Subcommittee(s) Meeting Summary

A. The Academic Affairs and Future Learning and Technology Subcommittees combined their meeting during the April Board meeting. The following topics were discussed during this meeting:

1. Distance Education Strategic Imperatives: During the November BOV, Dr. Hank Dasinger proposed 10 strategic education imperatives that could be used to inform decision making regarding the future education delivery system for the University. The goal was to ensure that each imperative was necessary to fully describe the essential aspects the future education delivery system. This “necessary” attribute would mean that imperatives were independent of one another, would not have significant conceptual overlap with another imperative, and would represent an important feature of the future education delivery system. Additionally, the goal would be to end up with a list of imperatives that, collectively, would be sufficient in describing the requirements of any proposed education delivery system. This “sufficiency” attribute would mean that if an education delivery system was constructed that satisfied all strategic imperatives, then we would have confidence that the education delivery system would meet the needs of the University and the Air Force today and into the future. BOV subcommittee members rank ordered the list of 10 and then provided a weighting of each imperative in terms of relative importance using a 100-point system. Dr. Hank Dasinger facilitated a discussion among the subcommittee members reconciling any differences in ranking/weightings to determine a consensus ranking/weighting for the group. These results can be used in a “Quick Analysis Tool” for considering possible alternatives for developing an AU education delivery system by using the weighted imperatives as a common set of criteria against which various alternatives can be assessed.

The Subcommittee extends its appreciation to the Air University Office of Academic Affairs for their work on developing the “Strategic Imperatives,” which could be used to inform decision making regarding the future education delivery system (of systems) for AU. The Subcommittee suggests that these Strategic Imperatives be briefed to wider audiences such as faculty and students for further discussion and prioritization. AU might consider using tools such as Delphi in the prioritization process. The subcommittee requests an update at the November 2012 AU BOV.

2. Community College of the Air Force (CCAF): CCAF has 105 affiliated schools, all in “good standing,” in 37 states and 9 foreign locations, and 2 candidate schools. The college has 6,289 faculty members, including 19 with “Exceptional Qualifications in Lieu of Degree.” The faculty includes 435 student instructors who are in the first year of their assignment and working to become qualified instructors; approximately 50% have degrees.

(a) Applying for Candidacy: Medical Enlisted Training Campus (METC), Ft. Sam Houston, TX. Mission is to train the world’s best medics and corpsmen for global military medical response. When fully operational METC projects the school will have 1,261 faculty members, with about 600 projected to instruct CCAF credit-awarding courses. Currently, they have 546 degreed faculty teaching 68 courses. Site visit conducted Aug 2011. All affiliation requirements were met. RADM Bob Kiser, current METC Commandant, and BGEN David Smalley (incoming METC Commandant) were present during the meeting to provide their

support and commitment to AU for this affiliation process. The subcommittee recommended METC for candidacy.

(b) Applying for Candidacy: The Air National Guard Cyber Training Center (CTC), Savannah, GA. Mission is to conduct follow-on training for Air Force Combat Communications and Air Control Squadrons. Currently, they teach 4 courses worth 20 sem hrs for 256 students annually. They have 6 degreed instructors and more courses and instructors due to add later in 2012. Site visit conducted Jan 2012. All affiliation requirements were met. The subcommittees recommend the CTC for candidacy.

(c) CCAF Change of Academic Policy: The subcommittee endorsed the CCAF Academic Policy 6.14.0, which expands the definition of the policy to read: Admitted and registered students who have been separated, retired or commissioned shall be withdrawn. Retired or separated members who at the time of separation from active duty are categorized by the Service Secretary concerned as seriously wounded, ill, or injured as that term is defined in the Wounded Warrior Act are authorized to participate in CCAF programs up to 10 years after separation or retirement. This provision applies to members so categorized after 11 September 2001; for those separated between 12 September 2001 and 30 December 2011, the 10-Year commencement date shall be 30 December 2011.

3. In addition, the Academic Affairs and Future Learning and Technology Subcommittees provided the following recommendations/comments to the BOV committee during their outbrief:

(a) The members of the Academic Affairs Subcommittee and the Future Learning and Technology Subcommittee appreciated the synergy created by combining the two subcommittees. Therefore, the subcommittee suggested that the two committees be combined for the November 2012 meeting and consideration given to merging these subcommittees in the future.

(b) The Subcommittee recommended that AU provide an update regarding the move to .edu during the next BOV meeting in November 2012.

(c) The Subcommittee requests an update regarding SOS Blending Learning initiative.

(d) The Subcommittee endorses and supports the direction briefed by Dr. Murphy regarding the Fifth Year Review efforts. The subcommittee stressed the importance of SACS Accreditation and suggests AU and its faculty and staff appreciate what such accreditation represents in the Academic Community. The BOV should be briefed on the Fifth Year Review efforts at each meeting.

(e) The Subcommittee appreciated the efforts of the AU Commander and President for his leadership regarding the Academic Corporate Process.

(f) The Subcommittee suggests the BOV craft a recommendation, in its report, which addresses the financial environment and stresses the long-term benefits of education to the future leadership of the Air Force. We support the recommendation that funding and continuation of AECP be reconsidered as it is an important pathway for enlisted personnel to seek commissioning.

(g) The Subcommittee appreciated that the briefing Maj Gen Andersen provided to the AU BOV was the beginning of creating a "learning Air Force" strategy for the future. It is conceptual and preliminary and raised many questions for the subcommittee members. The Subcommittee requested an update on the recommendations of the "Tiger Team" briefed by Maj Gen Andersen in the next 60-90 days via conference call.

B. The Institutional Advancement and Research Subcommittees combined their meeting during the April Board meeting. The following topics were discussed during this meeting:

1. Status of Study by Dr. James Fisher: Dr. Murphy provided a summary of the recommendations contained in the Fisher Study. Of the 28 recommendations, just over half were acted on in part, are in process, or were acted on as recommended. The remaining recommendations are viewed as not doable or desirable for AU at this time. The Board recognized that Dr. Fisher and his team provided valuable ideas to assist AU in creating a university culture. The BOV had a lengthy discussion regarding the study and decided the BOV recommendation (11-2011-23) regarding the Fisher Study should be closed; however, they suggested the AU commander and president use this study as one of the many inputs for planning purposes (see Recommendation 04-2012-06). The BOV also agreed that the name of Air University not be changed as recommended in the study.

2. Cyber Air Corps Tactic School: The Air Corps Tactical School (ACTS) was instrumental in the 1920s and 30s in transforming airpower from a service support role to a direct combat role. Through ACTS, the tactics, techniques, and procedures as well as overall airpower doctrine used in World War II was established. Given the emergence of cyberspace as the third warfighting domain for the Air Force, there is an opportunity at Air University to bring together cyber experts to form a cyber equivalent of ACTS, dubbed the "Cyber ACTS." This briefing will overview the Air University Commander and President's intent for Cyber ACTS and review the initial steps being taken to establish the Cyber ACTS with AFIT and its Air Force Cyberspace Technical Center of Excellence as the coordinator for all Air University organizations.

3. Honorary Degree Nomination: The Board discussed the current list of honorary degree nominees and provided their suggestions to Gen Fadok.

C. After the subcommittee meetings, all four subcommittees rejoined as the committee meeting to provide outbriefs and discuss recommendations. All recommendations were deliberated on by the full committee on Tuesday, 17 Apr 12, and are included in Section IV and V of these minutes.

Section VII: SECAF Executive Summary, January 2012

Strategic Education and the Air Force's Future

BACKGROUND

During the April 2011 Air University (AU) Board of Visitors (BOV) meeting, Dr. Jack Hawkins, Board Chair, requested an Ad Hoc group 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. During the committee's annual outbrief to the Secretary of the Air Force in June 2011, Dr. Hawkins briefed the Ad Hoc group's objectives and the Board's desire to provide a follow up briefing to the Secretary. The group, Chaired by General Pat Gamble (USAF Retired), met on several occasions between June and October 2011 and provide the following observations and recommendations:

OBSERVATIONS

Advances in technology and mission demands in the years ahead will eclipse experience held by the Air Force (AF) in the past. This will place a premium on maintaining a cadre of highly educated, broadly thinking officers. The role of the AU is to produce such individuals...a role that will grow in importance in the years ahead. The Air University Board of Visitors believes *Intellectual Capital is Combat Capital*.

The high (very high) technology infrastructure base is growing more robustly and will become even more sophisticated. It has the potential to dominate the accomplishment of the AF mission. It's everywhere. It can become our strength, if we let it, allowing highly educated and trained AF Airmen to do new missions in new ways never imagined by the "farm boys" of the Great Depression. If we can begin to conceptually agree on what kind of revolution in military affairs (RMA) it would take to dominate the battle space of 2030, we can better continue the quest for true mission superiority. If instead we are tempted to undertake prolonged debate, we should perhaps pose the question to the technologically aware and digitally-adept Class of 2015 at USAFA. But is our growing new strength also becoming our greatest new vulnerability?

Educated Airman, learned in high technical subject areas, focused through a career of continuing education and experience in the highly technical domains, will rightfully become the commanders and weapons school teachers, leaders, and commanders of a major component of tomorrow's AF. A whole new type of "situational awareness" skill will be called for.

Consider that a cyber-world generation is about 18 months to 3 years. If we identify academically qualified cadets, lieutenants, and captains today, they might be PhDs in 3-8 years. Their theoretical and applied physics, computer science, engineering, mathematics, optics, and operational experience might take another 3-10 years to mature. It could be several generations of computer development cycles before we see the leading edge of an RMA class AF effort at future asymmetry bear first fruit. Where will the training and maturing process take place? To be in the game in 2030, we need the all-star team to be on the practice field now.

RECOMMENDATIONS

- The Air Force will need upgrades to doctrine, officer professional education, legal research, and a huge new focus on intellectual recruitment, education and training. Because of this investment, retention will have to be paramount.
- The thinking and planning has to be focused well ahead of time into a service-level effort in order to effectively backup an AF claim regarding ownership of a high technology war-fighting future.
- Leadership development will be every bit as vital a component as it is today...and maybe more so in a much more technically complex future. The future AF will demand the skills of AF PhDs who are applying cutting edge, highly classified physics, mathematics and engineering to absolutely new methods and means of war fighting.
- The AU board suggests first and foremost that there has to be crystal-like clarity on the Air Force's future mission, and then equal clarity on the education and the associated investment strategy to make it happen. That said, we also respectfully commend to you AU's remarkable intellectual wherewithal to help create that strategy.

Section VIII: AU Policy Letters regarding Academic Processes

MEMORANDUM FOR ALL COMMANDERS/COMMANDANTS AT SPAATZ CENTER, BARNES CENTER, LEMAY CENTER, HOLM CENTER, EAKER CENTER, AFIT, AND SAASS

FROM: AU/CC

SUBJECT: Policy on the Air University Academic Corporate Process

1. This policy letter, effective immediately, serves as interim policy while AUI 36-2306, *Air University Education Program Review Boards* is rescinded and a new policy is written. This policy is consistent with and supplements Air University Instruction 36-2312, *Air University Assessment Programs* (16 Nov 11); all provisions of AUI 36-2312 are still in effect. For AFIT, procedures in AFI 36-2312, paragraphs 1.1 and 2.2.1.6 apply. This policy letter describes an academic corporate process consistent with AETCI 16-501, *Corporate Structure* (5 Oct 11), and differentiates between the requirement to conduct academic program reviews at the Center, vice Headquarters AU level. The policy letter applies to all AU Centers, institutes, and schools (hereafter referred to as Center), where curriculum development and delivery via resident or non-resident means is a part of that Center's mission. This policy is consistent with the AU senior leader discussion of 13 Feb 12. Where certain authorities are delegated to the Centers, ultimate responsibility remains with the AU Commander and President.

2. AU Academic Corporate Process. AU and its Centers will use the corporate process consisting of Working Group, Board, and Council for addressing academic issues, evaluating and reviewing academic programs, and recommending curricula and other program changes. The AU academic corporate process is intended to be collegial and collaborative in nature. It is designed to examine, across Air University, academic processes to advance the AU mission by leveraging opportunities of standardization where appropriate; to benchmark best educational practices; to monitor compliance with applicable AU, USAF, DoD, and joint guidance; and to monitor compliance with applicable accreditation guidelines (joint, regional, professional).

a. *Working Groups* may be established at the University or Center level by the appropriate commander to accomplish the AU educational mission. Working Group membership should include personnel with the expertise and diverse perspective necessary to address the focus of the Working Group. Working Groups addressing issues that cut across the University are considered University-level Working Groups and should include appropriate representation from across the University to ensure completeness of perspective and sharing of best practices. The OPR for University-level Working Groups resides at the University level with the pertinent HQ AU directorate/staff agency. Center-level Working Groups operate under the authority of the establishing Center with the OPR determined by the Center. Examples of Working Group focus areas include, but are not limited to, institutional effectiveness, curriculum management, educational technology, and faculty development. University-level Working Groups will have a charter approved by the establishing authority which designates the chairperson and describes the purpose, meeting frequency, membership, and anticipated outcomes of the group to include how any recommendations will be addressed (i.e., corporate board, etc). The Working Group chair

will publish minutes within 48 hours of each meeting to provide a written record of issues and recommendations.

b. The *AU Academic Board* provides a senior educator review of proposed major changes to an academic program's curriculum, educational technology applications, requirements, resource allocation, and other issues as they relate to academic programs. Topics brought before the Board should be matters that require corporate consideration and resolution, as well as those that provide awareness of proposals that may affect the AU education mission. The Academic Board operates in an advisory capacity to AU senior leaders. Academic Board membership consists of a senior educational representative from each Center (as designated by the commander of each AU Center), as well as an academic Dean (or equivalent) for each major academic program (for example, AWC, ACSC, CCAF, EPME, FSA, SAASS, SOC, OTS, ROTC, plus one Holm Center "at large" designee). Non-voting advisors to the Academic Board include designated representatives from the Career Development Academy, AU/A4/6, AU/A5/8, AU/CFR, AU/FM, AU/IG, and CF/MSFRIC. The University's Academic Affairs Office serves as the OPR for the Academic Board with the Chief, Academic Affairs (AU/CFA) serving as chair of the Academic Board. The Board will use consensus whenever possible in deciding issues before the Board. The Board will publish minutes following each meeting with recommendations and reports forwarded to the applicable Center and to the AU Academic Council as appropriate.

c. The *AU Academic Council* is designed to provide strategic-level academic program guidance and decision-making aimed at ensuring AU academic programs are of the highest quality and are able to demonstrate a link between requirements and program outcomes. The AU Commander and President chairs the Council with members including the Vice President of Academic Affairs, the Center Commanders, SAASS Commandant, the AFRI Director, the AFIT Chancellor, and AU Directors. The office of the Vice President for Academic Affairs is the OPR for the Academic Council and will work collaboratively with other University senior leaders to determine the agenda. The Academic Council is the highest decision-making body and final approval authority for issues affecting academic programs. When applicable, the Council may refer issues back to the Academic Board or to other AU committees and groups for additional study or work.

3. Conducting Academic Program Reviews.

a. *Center-level Academic Program Reviews.* Center commanders will direct periodic internal reviews on all academic programs IAW the ISD process described in AFMAN 36-2234. These reviews should be scheduled at a pace consistent with the Center's academic calendar. Center commanders will establish a review schedule most appropriate for the academic programs within their respective Centers. Center-level program reviews should address the degree to which academic program level outcomes were achieved, summary of student and faculty evaluation/feedback data, proposed program improvements/changes for the coming year(s), results of program changes from previous year(s), assessment of faculty development efforts, the degree to which AF, DOD, Joint, and other pertinent requirements were met, resource and support issues that impacted or are predicted to impact the educational mission, and accomplishment of Center commander strategic guidance. Academic program reviews may focus on contemporary issues impacting content, delivery and/or outcomes, thus Center academic program reviews can be forward-looking, anticipating potential challenges and

exploring opportunities. Executive summaries of Center academic program reviews are provided to HQ AU/CF for documentation purposes.

b. *University-level Academic Program Reviews.* Consistent with regional accreditation requirements and educational best practices, University-level reviews are designed to ensure that the University engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes incorporating systematic reviews of programs and services that result in continuing improvement, and demonstrate that the institution is effectively accomplishing its mission. University-level Academic Program reviews are presented every 2 years through the Academic Board to the Academic Council. HQ AU/CF is the OPR and will coordinate with the Centers to publish an Academic Council schedule and agenda. The corporate process of Academic Board and Council will be used when:

(1) Academic programs are not meeting or are expected to have difficulty meeting AU, AF, DOD, and Joint educational requirements;

(2) Required to report progress toward results/recommendations of reviews by external agencies (for example, CI results, PAJE visit, regional accreditation results);

(3) Required to report progress toward the University's Quality Enhancement Plan;

(4) Required to report trend data on key University performance indicators; and

(5) When major changes are made to an academic program such as the deletion or addition of a program, when such change might affect another AU academic program, or any time a change could affect regional, Joint, or other accreditation status.

4. Due to the complexity of this process and the significant changes being made, I charge the Academic Board to monitor implementation of this policy letter and to collaborate on the writing of the formalized AUI based on an assessment of policy effectiveness within 180 days of the effective date this letter.

5. Questions regarding this policy should be directed to HQ AU/CFA, DSN 493-3056 or commercial 334-953-3056.

//Signed/dsf/20 Apr 12//
DAVID S. FADOK
Lieutenant General, USAF
Commander and President, Air University

MEMORANDUM FOR ALL COMMANDERS/COMMANDANTS and HQ AU DIRECTORS

FROM: AU/CC
55 LeMay Plaza South
Maxwell AFB AL 36112-6335

SUBJECT: Policy on Enhancing Brand Identification of The Air University Logo

1. This letter serves as interim policy while a new instruction is being developed and coordinated.
2. AU Policy.

a. Background. The AU/CC and President concurs with the Board of Visitors that The Air University should strengthen its “brand identity” internally to AU students, faculty, and staff as well as externally to sister service and international schools, government agencies, industry, and the public with whom we interact. Electronic media, websites, and printed materials should clearly indicate that the schools, colleges, and centers are components of The Air University.

b. Use of the AU Logo. The Air University’s official “prop and wings” logo should be displayed in a position of prominence on all publications, conference materials, slides, banners etc (Tab 1). School, center or unit logos may be added in a subordinate position. The logo may be used in the form of the banner or stamp as appropriate. The focus should be on The Air University when selecting font size, placement and prominence.

c. Business cards. The Air University business card is the official business card template and will be used when representing oneself as an employee of The Air University (Tab 2).

- i. The only authorized changes to the official template are those to personal information such as name, duty title and contact information. No substitutions or additions are authorized.
- ii. Cards may be printed using US government printers and supplies for the estimated number of cards needed for official use only.
- iii. Cards may be printed at personal expense for general use but may not be presented or given under circumstances that reflect poorly on the United States Air Force or The Air University.

d. Slides required by HQ AU for AU/CC, HQ AU directorates, and AETC meetings and briefings should follow official slide templates and guidelines published by the AU CAG and maintained on the AU Sharepoint site (Tab 3).

e. Implementation. This policy applies to all units of The Air University and takes effect immediately with all new publications, websites, curriculum, and presentation materials. Full implementation should be complete at the end of the normal curriculum or product/publication revision cycle. It is not expected that centers, schools and units revise existing materials except where feasible, unless they are still in use at the end of the normal revision cycle.

3. The directions of this memorandum become void after 180 days have elapsed from the date of this memorandum or upon publication of an instruction, whichever is earlier. Questions regarding this policy should be directed to Ms. Sophie Ryan, HQ AU/CFAE, sophie.ryan@maxwell.af.mil, or at 334-953-4166/DSN 493-4166.

//Signed/dsf/2 Feb 12//
DAVID S. FADOK
Lieutenant General, USAF
Commander and President, The Air University

3 Atchs:

Tab 1. AU logo

Tab 2. AU business card

Tab 3. AU slide template

MEMORANDUM FOR ALL COMMANDERS/COMMANDANTS AT SPAATZ CENTER, BARNES
CENTER, LEMAY CENTER, HOLM CENTER, EAKER CENTER, AFIT,
AND SAASS

FROM: AU/CC

SUBJECT: Policy on Air University Faculty Management

1. This letter serves as interim policy while Air University (AU) Supplement 1 (22 Oct 2003) to AFI 36-804, *Civilian Faculty Pay Plan for Air University and the USAF Academy* (29 Apr 1994), and AU Instruction 36-2314, *Academic Rank*, (15 Dec 2006) are revised and recertified. This policy letter applies to all AU centers, institutes, and schools (hereafter referred to as Center) employing military and civilian faculty as described in AU Supplement 1 to AFI 36-804 and AFI 36-2314. This policy is consistent with the AU senior leader discussion of 13 Feb 12. This policy letter describes processes for faculty management under Title 10, Administratively Determined (AD) faculty to include faculty hiring, promotion, and reappointment. All provisions in AU Supplement 1 and AFI 36-2314 remain current and valid unless specifically addressed in this policy letter, in which case this policy letter takes precedence. Where certain authorities are delegated to the Centers, ultimate responsibility remains with the AU Commander and President.
2. The AU Commander and President delegates authority to hire, promote, and reappoint AD faculty to Center commanders consistent with the provisions in AFI 36-804, *Civilian Faculty Pay Plan for Air University and the USAF Academy*, AU Supplement 1 to AFI 36-804, and AUI 36-2314, *Academic Rank*. AU Centers will coordinate with 42 FSS/FSMC, HQ AU/JA, HQ AU/FM, and HQ AU/CF for concurrence prior to finalizing any decision to hire or reappoint Title 10 AD faculty, or academically promote Title 5 and Title 10 civilian and military faculty. Centers will establish internal written procedures as needed for executing this authority.
3. In those cases where Center faculty management decisions do not receive full concurrence through coordination process as described in paragraph 2 of this letter, Centers may provide additional information to the non-concurring agency to resolve the concern, withdraw the package, or submit directly to the AU Commander and President noting the lack of concurrence. The AU Commander and President retains the authority in these cases to provide the final decision on hiring, reappointment, and promotion.
4. Questions regarding this policy should be directed to HQ AU/CFA, or DSN 493-3056 or commercial 334-953-3056.

//signed/dsf/27 April 2012//
DAVID S. FADOK
Lieutenant General, USAF
Commander and President