

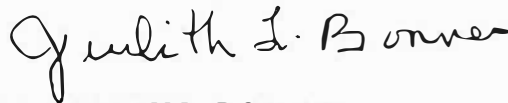
**Air University Board of Visitors
Meeting Minutes
Maxwell Air Force Base, Alabama**

November 7-8, 2023

This report and the recommendations contained herein are based upon the Air University Board of Visitors (AU BoV) independent assessment of the facts presented by the Department of the Air Force and Air University. The AU BoVs' recommendations are based upon the consensus opinion of the members and were reached without any influence from interested parties. Committee members are encouraged to submit Minority Statements if they disagree with the majority position.

Respectfully submitted by: DR. SHAWN P. O'MAILIA, Designated Federal Officer (DFO), Air University.

I hereby certify, to the best of my knowledge, the subsequent minutes are accurate and complete.



DR. JUDITH L. BONNER
Chair, Air University Board of Visitors
Date Approved: 12 December 2023

Section 1: AU BoV Meeting Attendance

Section 2: AU BoV Activities and Discussions

Section 3: AU BoV Actions, Recommendations, Requests, Observations, and/or Commendations

Section 4: 24-25 Oct 23 AFIT Subcommittee Minutes

Section 1: AU BoV Meeting Attendance

A. AU BoV Members Present:

- 1) Dr. Judith L. Bonner, Chair
- 2) Lt Gen Robert J. Elder, Jr., USAF, Ret; AFIT Subcommittee Chair
- 3) Dr. Ruben M. Flores, CCAF Subcommittee Chair (*Attended Virtually*)
- 4) Col (Dr) Richard J. Bailey, USAF, Ret (*Attended Virtually*)
- 5) Col Michael D. Cartney, USAF, Ret
- 6) Dr. Wayne T. Davis
- 7) CMSgt Tamar S. Dennis, USAF, Ret; Ph.D.
- 8) Dr. John D. Schmisser
- 9) Dr. Elane K. Seebo
- 10) Billy L.B. Starkey, J.D., MBA

B. AU BoV Members Absent: Dr. Mildred Garcia and Maj Gen Sharon S.K. Dunbar, USAF, Ret

C. Public Attendees: No public attendees

D. Designated Federal Officer: Dr. Shawn P. O'Mailia

E. Air University Attendees:

- 1) Lt Gen Andrea D. Tullos
- 2) Maj Gen Parker H. Wright, AU/CV and LeMay/CC
- 3) Dr. Mark J. Conversino, AU/CAO
- 4) Brig Gen (ret) Chris Kemp, AU/CET
- 5) CMSgt Stefan E. Blazier, AU/CCC
- 6) Dr. Walter F. Jones, AFIT/CL
- 7) Col Christopher J. Broman, Holm/CD
- 8) Lt Col Thomas P. Talafuse, CCAF/CC
- 9) Mr. Raymond Strasburger, AU/A3
- 10) Dr. Yolanda Williams, AU/OAA (*Attended Virtually*)

Section 2: AU BoV Activities and Discussions

Tuesday, 7 November 2023

A. Convene Public Meeting and Federal Register Announcement – Dr. O’Mailia, DFO

Dr. Shawn P. O’Mailia initiated the meeting by highlighting that the AU BoV operates as a federal advisory committee, adhering to the Federal Advisory Committee Act. He emphasized the Act's core principles of openness and transparency. Additionally, Dr. O’Mailia informed the attendees that the meeting had been officially announced in the Federal Register on October 16, 2023. During his presentation, Dr. O’Mailia delineated the functions and duties of the AU BoV, along with his specific responsibilities as the Designated Federal Officer.

B. Call to Order, Welcome, and Introductions – Dr. Judith L. Bonner, Chair

Dr. Bonner extended a warm welcome to the AU BoV Members and expressed gratitude to Lt Gen Tullos and all attendees for their presence. After these brief remarks, Dr. Bonner requested that all AU BoV Members introduce themselves. Subsequently, he invited everyone in the room, including AU Staff, to introduce themselves.

C. Air University Opening Remarks – Lt Gen Andrea D. Tullos, Commander and President, Air University

Lt Gen Tullos expressed gratitude to Dr. Bonner and the AU BoV Members for their commitment to serving on the AU BoV. She proceeded to outline the distinctive characteristics of Air University and underscored the diverse challenges it currently faces. Lt Gen Tullos pointed out the specific challenges confronting the Community College of the Air Force, such as issues related to the counting of academic credit. She also highlighted that the Air Force Institute of Technology consistently grapples with the task of keeping its programs relevant and faces hindrances to agility due to mission-set considerations.

Additionally, Lt Gen Tullos emphasized that AU is actively addressing these challenges through enhancements to its data systems, including the student information system and learning management system.

D. Provost and CAO Update and Discussion – Dr. Mark J. Conversino, Provost and Chief Academic Officer, Air University

Dr. Conversino presented a summary of the AU BoV’s Annual Outbrief to Secretary of the Air Force Frank Kendall. During this briefing, the 'Air Force Level' AU BoV findings from both the Fall 2022 and Spring 2023 AU BoV Meetings were shared with the SecAF. Dr. Conversino highlighted that the discussion with the SecAF primarily focused on the diverse challenges related to Officer Accessions, specifically addressing issues related to OTS Program Execution and obstacles hindering the evolution of Air Force ROTC.

E. Accreditation Discussion: Fifth-Year Interim Report and Quality Enhancement Plan – Dr. Mark J. Conversino, Provost and Chief Academic Officer, Air University

Dr. Conversino commenced his discussion by highlighting that Air University's accreditation was reaffirmed by SACSCOC in 2019, and the Fifth-Year Interim Report (FYIR) is slated for submission to SACSCOC in March 2025. He then gave a brief overview of the SACSCOC Principles relevant to the FYIR. Dr. Conversino brought attention to recently identified issues related to course credit calculations in

CCAF degree programs. He informed the Board that AU is currently non-compliant with SACS (and Department of Education) standards, citing CCAF's use of a 15:1 credit-awarding formula, while the university's standard is 45:1, aligning with SACS and Department of Education standards.

Furthermore, Dr. Conversino stressed the urgency for AU to promptly address and resolve these issues, focusing specifically on this matter during the second day of the meeting. He also noted the requirement for a Quality Enhancement Plan (QEP) for the FYIR and introduced Ms. Megan Allison as AU's QEP Director.

Ms. Allison presented the title of AU's QEP as "Leadership and Ethics Across the Continuum of Learning" and described it as follows:

Air University has developed a conceptual QEP framework to integrate *the intersection of ethical leadership and strategic leadership*. This QEP framework is designed to create a *deliberate and comprehensive* leadership development program for the University and the Air Force.

- AU QEP Prospectus

She then outlined the QEP timeline, providing descriptions of each stage. Ms. Allison discussed key AU programs addressing Ethical Decision-Making and/or Empathy. She delved into the QEP's assessment methodology, and the faculty development undertaken for the QEP. Ms. Allison concluded the discussion by noting that the final product of the QEP is a 10-page QEP Impact Report.

F. AFIT Subcommittee Report and Discussion – Lt Gen (Dr) Robert J. Elder, Jr.; USAF, Ret

Lt Gen Elder presented the AU BoV with an overview of the AFIT Subcommittee Meeting held on October 24-25, 2023, at the Air Force Institute of Technology on Wright-Patterson AFB, OH. He proceeded to outline the topics covered by AFIT and highlighted the key findings of the AFIT Subcommittee. Lt Gen Elder then opened the floor to AU BoV Members for questions or discussions.

After the discussion, Lt Gen Elder sought approval from the AU BoV for the minutes of the October 24-25, 2023, AFIT Subcommittee Meeting as presented. The AU BoV unanimously approved and accepted the AFIT Subcommittee Minutes, which are included in this report (refer to Section 4: 24-25 Oct 23 AFIT Subcommittee Minutes).

Vote: Approved

G. OTS Victory and Re-Imagining ROTC Update – Col Christopher J. Bromen; Deputy Commander, Holm Center

Col Bromen welcomed the AU BoV to the OTS Campus and offered a brief overview of their visit. He introduced Col Keolani Bailey as the OTS Commander and Col Derrick Iwanenko as the OTS Deputy Commander. The AU BoV was then transported to the Leadership Reaction Course (LRC), where they observed officer trainees applying warrior-minded competencies learned in the classroom. Following this, Col Bromen discussed how the University of Alabama – Huntsville has become a model for other ROTC detachments, aligning with AU/CC's vision to reimagine officer accession, with the goal of expanding the AFROTC footprint, initially targeting STEM-focused universities like the University of Alabama – Huntsville in a pilot program.

Col Broman then yielded the floor to Col Bailey, who introduced OTS Victory (OTS-V) and began by addressing the problem statement: How do we Accelerate Warfighter & Leadership Development with current resources? Col Iwaneko provided an overview of the newly designed structure of the OTS training program, organized into five modules to build key attributes of warrior-minded leaders: 1) Acculturation to the Military, 2) Warrior, 3) Wingman, 4) Leader, and 5) Leader of Character. He then focused on the competency-based teaching methodology employed by OTS-V to develop these attributes.

H. Luncheon – AU BoV Member; AU Fellows and 2d Lieutenants; and DFO

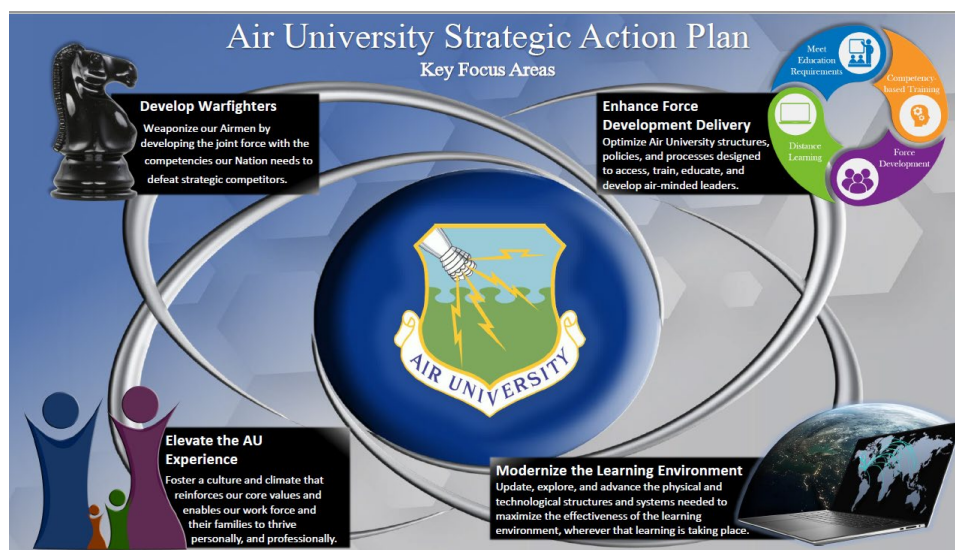
I. Education Technology Overview – Brig Gen (ret) Chris Kemp; Chief, Education Technology

Brig Gen (ret) Kemp delivered a comprehensive presentation to the AU BoV, offering insights into the ongoing challenges and opportunities related to Air University's new Student Information System (SIS). He explained that the initial operating capacity of AU's enterprise system involves consolidating data from 13 legacy databases into a Data Lake. Presently, live data resides in the Student Life-Cycle Management (SLcM)/Student Information System, interconnected with AU's Learning Management System (Canvas), Envision, MilPDS, and other systems.

Brig Gen (ret) Kemp then transitioned the discussion towards the full operating capacity envisioned through the Data Warehouse initiative (Cloud One – USAF). He concluded by outlining FOC+ (Full Operating Capacity Plus), extending beyond 2025, where the Learning Management System (LMS) seamlessly communicates with SLcM-SIS and the Data Warehouse, which, in turn, integrates seamlessly with Envision (USAF/DoD). His vision emphasized maximizing automation in data transfer, handling, and storage, with a focus on achieving accuracy in student records, including transcripts. He acknowledged persistent challenges while also drawing the board's attention to the substantial progress AU has made since their last meeting in the spring of 2023.

K. Strategic Action Plan – Mr. Raymond Strasburger; Director, Operations

Mr. Strasburger briefly outlined the development process of the Air University Action Plan and proceeded to provide a description of each of the Key Focus Areas, as illustrated below.



L. AU BoV Executive Time and Discussion – Dr. Judith L. Bonner, Chair

After AU personnel departed, Dr. Bonner and the AU BoV discussed their impressions of the covered topics. Dr. Bonner then outlined the process they would follow the next day in formulating their recommendations, requests, observations, actions, and commendations.

New Member Nominations:

Dr. O'Mailia, the DFO, presented the 2024 AU BoV New Member Nominees provided by Lt Gen Tullos:

Mr. Marvin Ammori, J.D. – AFIT Subcommittee
Dr. John F. George, M.D. – Parent Committee
Ms. Cate R. Gutowski, MBA – AFIT Subcommittee
Dr. Claire A. Nelson – CCAF Subcommittee

Dr. Bonner requested approval from the AU BoV for the four 2024 AU BoV New Member Nominees as presented. The AU BoV unanimously approved the individuals for inclusion in the 2024 AU BoV Membership Package.

Vote: Approved

Committee Leadership Nominations:

Dr. O'Mailia expressed gratitude to Dr. Bonner, Lt Gen (ret) Elder, and Dr. Flores for serving as committee chairs. He noted that leadership positions are for a two-year term, prompting the election of new leaders for FY25-FY26.

The AFIT Subcommittee nominated Dr. Michele G. Wheatly as the Chair, and Dr. Bonner sought approval for her nomination within the 2024 AU BoV Membership Package.

Vote: Approved

The CCAF Subcommittee nominated Col (ret) Michael Cartney as the Chair. Dr. Bonner asked the AU BoV for approval to include Col (ret) Cartney's nomination within the 2024 AU BoV Membership Package.

Vote: Approved

Dr. Bonner called for nominations or volunteers for the Chair, AU BoV, and the AU BoV approved Dr. Wayne T. Davis as the nominee within the 2024 AU BoV Membership Package.

Vote: Approved

AU BoV Charter and Bylaws:

Dr. O'Mailia emphasized the imminent renewal requirement for the AU BoV Charter, last updated in June 2022, stipulating a deadline of June 2024. He provided an overview of proposed changes, concentrating on minor administrative details and ensuring alignment with the AFIT and CCAF Subcommittee Terms of Reference. The discussion tackled more significant issues, all of which were effectively resolved. Subsequently, Dr. Bonner sought the AU BoV's approval of the drafted AU BoV Charter and Bylaws, with the plan to submit these documents to OSD/DA&M through the SecAF for finalization and renewal.

Vote: Approved

M. Social – AU Leadership; Center and School Commanders and Commandants; and DFO

N. Adjourn for the Day

Wednesday, 8 November 2023

O. Call to Order – Dr. Judith L. Bonner, Chair

Dr. Bonner called the meeting to order and extended a welcome to everyone for Day 2. She expressed gratitude to Dr. Conversino, who stood in for Lt Gen Tullos, for hosting the social event the previous evening and acknowledged the staff's support for the meeting.

P. CCAF Faculty Turnover/Tracking – Lt Col Thomas P. Talafuse; Commander and Commandant, Community College of the Air Force

Lt Col Talafuse gave the AU BoV background information on CCAF's legacy Student Transcripts and Records System – Faculty Database (STARS – FD). He highlighted the recent acquisition of the Faculty Qualifications and Tracking Tool (FQTT), with ongoing collaboration between CCAF, Campus Affiliations, and the AETC Envision Team on a weekly basis. Lt Col Talafuse mentioned the successful initial migration of FQTT and emphasized that its full-scale adoption would encompass all AU Schools and affiliated schools within the CCAF System.

He then provided a general overview of credit awarding practices using a hybrid competency framework, mentioning that he and Mr. Jeff Geidner from Air University Academic Affairs would delve into a more detailed discussion.

Q. Competency Credit Awarding Process Proposal – Lt Col Thomas P. Talafuse; Commander and Commandant, Community College of the Air Force and Mr. Jeff J. Geidner; Chief, Undergraduate Programs and Continuing

The discussion on the competency credit awarding process commenced with a detailed overview of a Career Field Enlisted Training Plan (CFETP) and its purpose, which outlines Career Field Progression Requirements (3-9 Level):

- 3 Level: Technical Training awards Air Force Specialty Code (AFSC) upon graduation from training.
- 5 Level: Training typically includes upgrades or career development courses.
- 7 Level: Advanced or supplemental training commensurate with grade/rank.
- 9 Level: Senior Non-Commissioned Officer (SNCO) training focused on leadership and management within AFSC.

Subsequently, the CFETP Process was explained, detailing how Career-Field Managers (CFMs) and Specialty Training Requirements Teams determine training line items and proficiency levels for each level (3-9 Level). Training Managers collaborate with the Training Development Chief and Course Managers to create training aligned with the CFM's vision.

A comprehensive overview of the CFETP Proficiency Code Key was provided, using the CFETP for Air Force Specialty Code (AFSC) 3F0X1 – Personnel as an example. The discussion then transitioned to course development, which employs the ADDIE instructional Systems Development Methodology.

The focus of the conversation then shifted to the CCAF Competency Credit Awarding Process, elucidating the methodology devised by the AU and CCAF team to calculate academic credit.

R. Wrap-up and Closing Remarks – Dr. Judith L. Bonner, Chair

Dr. Bonner first thanked everyone from Air University for their support, which ensured a successful meeting.

S. Working Lunch and Drafting of Minutes – Dr. Judith L. Bonner

Dr. Bonner dismissed the AU attendees, and she, along with the AU BoV Parent Committee, initiated the process of formulating actions, recommendations, requests, observations, and commendations based on the information presented during the meeting. These outcomes are detailed in **Section 3: AU BoV Actions, Recommendations, Requests, Observations, and/or Commendations** of this report.

T. Meeting Adjournment – Dr. Judith L. Bonner

Dr. Bonner emphasized her collaboration with Dr. O’Mailia (DFO) to finalize the minutes of the 7-8 November 2023 Air University Board of Visitors. She highlighted that AU BoV Members would have the opportunity to review and concur with the final draft before signing the minutes.

Following this discussion, Dr. Bonner informed the group that the CCAF Subcommittee would convene at Keesler AFB, MS, on 13-14 February 2024, and the Parent Committee's next meeting was scheduled for 9-10 April at Air University. Finally, she officially declared the adjournment of the 7-8 November 2023 AU BoV meeting.

Section 3: AU BoV Actions, Recommendations, Requests, Observations, and/or Commendations

AC-01-P-20231108: The AU BoV Parent Committee unanimously accepted and approved the 24-25 October 2023 AFIT Subcommittee Report for inclusion in the 7-8 November 2023 AU BoV Parent Committee Report. Please refer to Section 4 for details: 24-25 November 2023 – AU BoV AFIT Subcommittee Report.

AC-02-P-20231108: The AU BoV Parent Committee unanimously approved the following individuals as the 2024 AU BoV New Member Nominees for inclusion in the 2024 AU BoV Membership Package:

1. Mr. Marvin Ammori, J.D. – AFIT Subcommittee
2. Dr. John F. George, M.D. – Parent Committee
3. Ms. Cate R. Gutowski, MBA – AFIT Subcommittee
4. Dr. Claire A. Nelson – CCAF Subcommittee

AC-03-P-20231108: The AU BoV Parent Committee unanimously approved the following individuals as AU BoV Leadership for inclusion in the 2024 AU BoV Membership Package:

1. Dr. Wayne T. Davis – Chair, AU BoV
2. Dr. Michele Wheatly – Chair, AFIT Subcommittee
3. Col (ret) Michael Cartney – Chair, CCAF Subcommittee

AC-04-P-20231108: The AU BoV Parent Committee unanimously approved the AU BoV Charter and Bylaws as discussed and forwarded these documents to DA&M through the SecAF for finalization/renewal.

The AU BoV commends (**CO-01-P-20231108**) Lt. Gen. Tullos for the progress she and her staff have made since she took command of AU, as well as the progress made since the AU BoV's April 2023 meeting. The AU BoV also thanks the AU staff for their support in ensuring a successful meeting.

The AU BoV commends (**CO-02-P-20231108**) Dr. Conversino and the Academic Affairs staff for their work on AU's academic programs and the steps taken related to institutional accreditation. The AU BoV observes (**OB-01-P-20231108**) the challenges of bringing in course credits into CCAF's numerous degree programs from various universities as well as Air Force technical training and professional military education.

The AU BoV acknowledges (**OB-02-P-20231108**) the critical importance of accrediting Community College of the Air Force (CCAF) degrees for Department of the Air Force Airmen and Guardians. The AU BoV commends (**CO-03-P-20231108**) AU for providing accredited degree programs to DAF Airmen and Guardians, offering lasting value. Expressing concern, the AU BoV notes that CCAF Degree programs currently fall short of SACSCOC compliance and observes (**OB-02-P-20231108**) the numerous challenges facing CCAF, particularly in how AU calculates academic credit.

Furthermore, the AU BoV commends (**CO-04-P-20231108**) AU and the CCAF team for their excellent product development. The AU BoV endorses AU's Competency Credit Awarding Process plan and recommends (**RE-01-P-20231108**) utilizing the AU BoV as a sounding board to refine the plan. The AU BoV recommends (**RE-02-P-20231108**) AU promptly notify SACSCOC and allocate resources to expedite the plan's completion. Additionally, the AU BoV recommends (**RE-03-P-20231108**) AU consider sharing this plan with SACSCOC

peer institutions that have previously transitioned to a competency-based credit awarding process. Finally, the AU BoV requests (**RQ-03-P-20231108**) a progress update during the CCAF Subcommittee's February 2024 meeting and the Parent Committee's April 2024 Meeting.

The AU BoV observes (**OB-03-P-20231108**) the acceptance of the AF Teaching certification, offered by CCAF, by many states for K-12 licensure, the AU BoV commends (**CO-05-P-20231108**) CCAF for this achievement. The AU BoV recommends (**RE-02-P-20231108**) a reassessment of the \$4500 career limit on AF funding for certificate exams by AU and the Department of the Air Force. Additionally, the AU BoV commends (**CO-06-P-20231108**) AU's Quality Enhancement Plan for addressing AF competencies in ethical decision-making, empathy, and fostering innovation. The AU BoV also commends (**CO-07-P-20231108**) the shift to command team courses from separate commander and command chief courses. The AU BoV requests (**RQ-04-P-20231108**) regular updates on this topic, as well as AU's Fifth-Year Report and QEP.

Further the AU BoV commends (**CO-05-P-20231108**) Brig Gen Cantwell and the Holm Center staff for their persistence and progress on Re-Imagining Air Force Accessions. The AU BoV expresses gratitude to Col's Broman, Bailey, and Iwanenko and the Officer Training School (OTS) staff for the Leadership Reaction Course tour. The AU BoV commends (**CO-08-P-20231108**) the Holm Center and OTS for their forward thinking on OTS-Victory, the AU BoV observes (**OB-04-P-20231108**) the challenges of bringing OTS-Victory to full operating capacity. The AU BoV commends (**CO-09-P-20231108**) OTS for transforming its program using the Operation Victory framework and strongly endorses OTS-Victory, eagerly anticipating further updates.

Additionally, the AU BoV commends (**CO-10-P-20231108**) AU and the Air Force for better utilizing newly commissioned 2d Lieutenants awaiting Undergraduate Pilot Training (UPT) and AU Fellows to augment faculty. The AU BoV expresses gratitude for the opportunity to share lunch with the 2d Lieutenants awaiting UPT and the AU Fellows.

The AU BoV commends (**CO-11-P-20231108**) AU for progress and persistence in their enterprise data systems, the AU BoV shares findings from the AFIT Subcommittee (**OB-05-A-20231025**, **CO-05-A-20231025**, **RE-05-A-20221102**, and **RQ-03-A-231025**). Please refer to Section 4 for more details: 24-25 November 2023 – AU BoV AFIT Subcommittee Report. The AU BoV recommends (**RE-05-P-20231108**) addressing these concerns and requests (**RQ-06-P-20231108**) regular status updates on AU's enterprise data system until it reaches full operating capacity (FOC) and FOC+, as presented.

The AU BoV commends (**CO-12-P-20231108**) AU's strategic action plan and its focus areas—Developing warfighters, enhancing force development delivery, elevating the AU experience (base and community), and modernizing the learning environment—the AU BoV requests (**RQ-07-P-20231108**) regular updates as this plan is implemented and matures.

The AU BoV observes (**OB-05-P-20231108**) the significance of the impending Department of the Air Force reorganization and the potential second and third-order effects on Air University, particularly institutional accreditation with SACSCOC and HLC, the AU BoV recommends (**RE-06-P-20231108**) the Department of the Air Force consider these potential effects. The AU BoV requests (**RQ-08-P-20231108**) Lt Gen Tullos provide the AU BoV with an out-of-cycle discussion once these reorganization plans are finalized.

Section 4: 24-25 October 2023 – AU BoV AFIT Subcommittee Report

**Air University Board of Visitors AFIT Subcommittee
Meeting Minutes
Wright-Patterson Air Force Base, Ohio**

October 24-25, 2023

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

Respectfully submitted by: DR. SHAWN P. O'MAILIA, Designated Federal Officer (DFO), Air University.

I hereby certify, to the best of my knowledge, the subsequent minutes are accurate and complete.

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DR. ROBERT J. ELDER, JR.
Lt Gen, USAF (Ret); D. Engr
Chair, AFIT Subcommittee
Date Approved: 1 November 2023

Section 1: AFIT Subcommittee Meeting Attendance

Section 2: AFIT Subcommittee Activities and Discussions

Section 3: AFIT Subcommittee Recommendations, Requests, Observations, and/or Commendations

Section 1: AFIT Subcommittee Meeting Attendance

A. AFIT Subcommittee Members Present:

- 1) Lt Gen Robert J. Elder, Jr., USAF (Ret); D. Engr
- 2) Dr. Steven J. Berberich
- 3) Dr. John D. Schmisser
- 4) Mr. Billy L.B. Starkey, J.D.
- 5) Dr. Michele G. Wheatly

B. AFIT Subcommittee Members Absent: No Members Absent

C. AFIT Subcommittee Member Nominee/Invited Guest: Ms. Cate Gutowski, MBA

D. Public Attendees:

- 1) Ms. Amber Begly, Director of Military Affairs, Dayton Development Coalition
- 2) Dr. Amanda Bullock, Vice President, AFIT Foundation

E. Air University Attendees:

- 1) Dr. Shawn P. O'Mailia, Designated Federal Officer, AU Advisor Boards and Strategic Operations
- 2) Dr. Christine Ross, Institutional Effectiveness
- 3) Lt Col Bret Cove, AU Liaison to USAFA

F. AFIT Attendees:

- 1) Dr. Walter Jones, Director and Chancellor
- 2) Dr. Heidi Ries, Provost and Chief Academic Officer
- 3) Col Sarah Isbill, AU DET 1 Commander and Director of Staff
- 4) Dr. Adedeji Badiru, Dean, Graduate School of Engineering and Management
- 5) Colonel Laurie Richter, Dean, Civil Engineer School
- 6) Lt Colonel Crystal Karahan, Associate Director, Civilian Institute Programs
- 7) Colonel Craig Panches, Dean, School of Systems and Logistics
- 8) Colonel Christopher Landwehr, School of Strategic Force Studies
- 9) Mr. George Farfour, Associate Dean, School of Strategic Force Studies
- 10) Col Shawn Willis, Associate Dean, School of Engineering and Management
- 11) Dr. Scott Graham, Interim Dean for Research, Office of Research and Outreach

Section 2: AFIT Subcommittee Activities and Discussions

Tuesday, 24 October 2023

A. Convene Public Meeting and Federal Register Announcement – Dr. O’Mailia, DFO

Dr. Shawn P. O’Mailia convened the meeting by noting the meeting was open to the public and the minutes of the meeting would be presented to the AU BoV Parent Committee for inclusion in their 7-8 November 2023 meeting minutes by Lt Gen (Dr) Elder, USAF, ret. Dr. O’Mailia outlined the roles and responsibilities of the AFIT Subcommittee Members, as well as his role as the Designated Federal Officer.

B. Call to Order, Welcome, and Introductions – Lt Gen (Dr) Robert J. Elder, Jr., USAF (Ret); Chair

Lt Gen (ret) Elder welcomed the AFIT Subcommittee Members and thanked Dr. Jones and everyone else for their attendance. Following these brief comments, He asked that all AFIT Subcommittee Members introduce themselves. Lt Gen (ret) Elder then asked everyone within the room, including AFIT Staff to introduce themselves.

C. Air University Opening Remarks – Lt Gen Andrea D. Tullos; Commander, Air University.

Lt Gen Tullos thanked the AFIT Subcommittee Members for their willingness to serve on the Air University Board of Visitors. She then talked about the various challenges facing Air University and AFIT. Lt Gen Tullos asked the AFIT Subcommittee members to continue to provide advice on how AFIT can most efficiently and effectively accomplish their mission.

D. AFIT Overview and Updates – Dr. Walter Jones; Chancellor and Director, Air Force Institute of Technology

Dr. Walter Jones discussed AFIT’s partnership with SAF/AQ. He continued to outline some other key AFIT partnerships, which he mentioned would be discussed in greater detail in upcoming discussions. Dr. Jones transitioned into discussing some new initiatives undertaken by AFIT, which includes the US Space Force, and noted some of these initiatives would be discussed later in the day. He closed his updates by discussing some key AU BoV requests from the November 2022 meeting and May 2023 interim meeting and noted a read-ahead was provided which included the AFIT Subcommittee’s findings and the respective AFIT response.

E. Diversity | Expanding Outreach Efforts – Col Sarah Isbill; AU DET 1 Commander and Director of Staff

Col Sarah Isbill noted her briefing was in response to two previous AFIT Subcommittee requests (RQ-01-A-20221102 and RQ-02-A-20230517). She emphasized AFIT’s deliberate efforts related to recruiting both faculty and students. To underscore these efforts, Col Isbill provided AFIT-EN tenured/tenure-track faculty by gender demographic data for FY20 to FY22 and noted the ratio of women to men improved from 1:17.5 to 1:12.9. Improvement of the ratio of women to men from 1:6.4 to 1:4.9 for AFIT-EN (FY18-FY 22) illustrated greater student diversity by gender. She closed her discussion by highlighting AFIT-EN enrollments by race/ethnicity (FY18-FY22) had improved from 1:3.8 to 1:2.9.

F. SLcM (Student Life-cycle Management) Update | Improving Physical and Digital Infrastructure – Lt Col John Rice; Director, Commander’s Action Group

Lt Col Rice noted his discussion was in response to the AFIT Subcommittee’s request (RQ-03-A-20230517). He noted the ongoing challenges associated with HQ Air University’s implementation of SLcM

including manpower intensive processes for program completion certification and student registration difficulties impacting delivery of curriculum. Lt Col Rice highlighted initiatives AFIT had implemented to improve curriculum delivery, as well as to encourage better strategic communication with HQ Air University to improve SLcM operations. HQ Air University recently added three new full time contractor positions to accelerate the pace of SLcM system improvements.

G. Strategic Plan Update – Maj Dane Jansson; Course Director, Cyberspace 300

Maj Jansson noted his discussion was in response to the AFIT Subcommittee's request (RQ-02-A-20221102). He outlined how AFIT is currently executing the *AFIT Strategic Plan | Accelerating Superiority 2023-2028*, which the AFIT Subcommittee approved during the 9 May 23 interim AFIT Subcommittee Meeting. Maj Jansson highlighted six areas of AFIT's Strategic Plan: 1) Student Recruitment, Experience & Operations; 2) Physical & Digital Infrastructure; 3) Staff & Faculty Advancement; 4) Research & Consultation; 5) Strategic Communication; and 6) Curriculum & Delivery. He focused on items #1 and #3 above, where AFIT has taken deliberate steps to remove barriers to student recruitment, graduate outplacement, and faculty retention for item #1. Area #3 strives to educate staff and faculty about and encourage participation in opportunities for career development and provide faculty and staff force development options. Maj Jansson closed by noting three of fourteen strategic lines of effort in AFIT's Strategic Plan are devoted to increasing diversity.

H. Lunch – Subcommittee Members, DFO, AFIT Students and Faculty Advisory Teams

I. School of Strategic Force Studies | Nuclear Program Discussion – Mr. George Farfour; Associate Dean, School of Strategic Force Studies

Mr. Farfour described AFIT's Nuclear Program (AFIT/EX), which includes three departments: 1) Department of Nuclear Studies (Kirtland AFB, NM); 2) Department of NC3 Studies (Barksdale AFB, LA); and 3) Nuclear Academic Partnerships Department (Wright-Patterson AFB, OH). He also noted that AFIT/EX also has a Department of Cyberspace Studies. He presented four key takeaways regarding AFIT's Nuclear Education Program: 1) Nuclear / NC3 courses remain in high-demand; 2) Resources educate 3,036 students / year (there are approximately 37,000 personnel assigned to a nuclear related mission); 3) Facility upgrades are required to support across the board growth; 4) Air Force Global Strike Command Commander emphasis on nuclear education (to include supplementing AETC funding); and 5) Increased courses in-residence, online & METs / production. Mr. Farfour stated AFIT remains a vital component to nuclear education efforts to field and sustain a safe, secure, effective, and credible nuclear deterrent.

J. Bldg 470 Tour & Discussion and AFIT Strategic Plan Focus Area – Col Sarah Isbill; AU DET 1 Commander and Director of Staff

Col Isbill and Mr. Crabtree provided a tour of building 470, noting various maintenance challenges in the aging facility impacting operations of the model shop and nuclear engineering program. Discussion began by addressing AFIT's Campus 2021 Master Plan and reviewing AFIT's Strategic Plan Focus Area, Upgrade and Modernize AFIT's physical infrastructure to a digital campus of the future supporting student learning and research. They noted these documents inform the improvement of AFIT's Infrastructure. Several current design projects were highlighted in various funding categories: Military Construction (MILCON); Unspecified Minor Military Construction (UMMC); Facilities Sustainment, Restoration & Modernization (FSRM); and Remodeling. MILCON design projects include AFIT's: Model shop / Machine Shop; Nuclear Engineering classrooms and research area; and Anechoic Chamber. UMMC projects include a entry additions to buildings 643 and 640, as well as two additions to building 642. FSRM projects include a library renovation; Library-AFITeria connection renovation; and building 640, 641, 644 courtyard renovations. Remodeling design projects include Kenney Hall atrium, AFITeria and Squier Hall atrium.

K. AFIT Subcommittee Executive Time – Lt Gen Elder

Lt Gen (ret) Elder covered some brief administrative matters and then discussed the need to capture the AFIT Subcommittee Members recommendations, requests, observations, and/or commendations.

L. Dinner – AFIT Subcommittee members, AFIT Leadership, and AU Attendees

M. Adjourn for the Day

Wednesday, 25 October 2023

N. Call to Order and Remarks – Lt Gen (Ret) Elder

Lt Gen (ret) Elder called the meeting to order and welcomed everyone back for day 2 of the meeting. He then thanked Dr. Jones and his staff for the opportunity to share dinner the evening before.

O. AFIT/A6 Digital Infrastructure – Mr. Matthew Seibert; Director, Communications and Information

Mr. Seibert overviewed the current state of AFIT’s Digital Infrastructure and first highlighted benefits, which include centralized management and control; control over all aspects of access and delivery; and complete visibility into network activity. Drawbacks were then noted, which include a traditional “castle moat” approach to system access; long lead times to add services; and reduced agility when technology changes, noting that even minor shifts in technology can drive major investment.

Mr. Seibert shifted his discussion to ways forward, with needed areas of exploration which include: IOT; Machine Learning; AR/VR; AI; Quantum; and Hypersonics. He stressed the need to be able to:

- Introduce emergent devices,
- Introduce new software (not previously vetted),
- Collaborate across different domains with different authorization levels, and
- Attempt to shield users from the complexity of the environment.

Mr. Seibert then focused the discussion on challenges of cyberspace exploration. These challenges include: AFIT Cyber requirements need to be understood by decision makers up the chain; new constructs to implement will require resources investment; synergies across DoD education community need to be developed and maintained; and new requirement timelines continue to shrink.

P. AFIT Staff Advancement – Dr. Betsy Grimes; Director, AFIT Center for Innovation in Education

Dr. Grimes highlighted Staff Development and Force Development current initiatives. These specific items are as follows:

Staff Development:

- S&FA 1: Educate about and encourage participation in opportunities for career development for all AFIT personnel
 - S&FA 1.1: Identify a civilian and military SME in each 2 letter to serve as an information conduit.
 - S&FA 1.1.1: Highlights from each school at AFIT All Calls.

- S&FA 1.1.2: Promote collaboration across all schools.
- S&FA 1.3: Nominate slots for civilian supervisor training at AFMC.
- S&FA 1.4: Promote AFIT personnel opportunities to attend AFIT programs.
- S&FA 1.5: Encourage all faculty to attend or present at workforce development events and conferences relevant to their mission areas.
- S&FA 1.6: Explore opportunities for collaboration with other institutions.

Force Development:

- S&FA 2 : Provide Faculty and Staff Force Development Options
 - S&FA 2.1: Develop a Mentorship Program.
 - S&FA 2.2: Provide Developmental Education sessions on 5 categories (PME, Academic, Fellowship, Experiential Assignment/program/seminars, short courses)
 - S&FA 2.3: Promote career development through professional military education (PME) for officers, civilians, and enlisted.
 - S&FA 2.4: Explore access to education at partnering universities.

Q. Digital Innovation & Integration Center of Excellence (DIICE) – Col Jason Anderson; Director, DIICE; Mr. Richard Sugarman; Department Head, Systems and Software Engineering Management - School of Systems and Logistics

Col Anderson and Mr. Sugarman highlighted DIICE's four lines of effort: 1) LOE 1 – Education Excellence; 2) LOE 2 – Research and Tech Transfer; 3) LOE 3 – Consulting; and 4) LOE 4 – Best Practices. LOE 1 – Education Excellence was expanded upon by discussing continuing education; digital acquisition academy; and graduate education – systems engineering. LOE 2 – Research and Tech Transfer was expanded upon by discussing: model integration; reference architectures; transition from legacy to digital systems; and Mission (mission engineering; wargaming; and reverse engineering). LOE 3 – Consulting and LOE 4 – Best Practices: Mr. Sugarman stated that Best Practices identified from DIICE LOEs 1-3 are integrated with others into the Digital Guide.

R. Public Comments – Lt Gen (ret) Elder

Lt Gen (ret) Elder, recognized Ms. Amber Begly who is the Dayton Development Coalition's Director of Military Affairs. Ms. Begly was attending the 24-25 October 23 AFIT Subcommittee Meeting as a member of the public. Lt Gen (ret) Elder asked Ms. Begly if she would like to make any comments.

Ms. Begly thanked Lt Gen (ret) Elder, the AFIT Subcommittee and AFIT for allowing her to attend the meeting. She stressed the importance of the relationship Dayton and AFIT shares. Ms. Begly noted the role the Dayton Development Coalition played during the 2005 BRAC to advocate the importance of AFIT, as an example of the role they can play in supporting the continuation of AFIT. She mentioned the Dayton Development Commission can assist AFIT with advocacy with politicians and various military leadership.

S. Working Lunch and Drafting of Minutes – Lt Gen (ret) Elder

Lt Gen (ret) Elder excused the AFIT Team and the AFIT Subcommittee began formulating the recommendations, requests, observations and/or commendations for the various information they received

during the meeting, which are presented in **Section 3: AFIT Subcommittee Recommendations, Requests, Observations, and/or Commendations** of this report.

T. Executive Session and Out-brief – Lt Gen (ret) Elder

Lt Gen (ret) Elder and the AFIT Subcommittee reviewed and discussed their recommendations, requests, observations, and commendations with Dr. Jones, Dr. Ries, and Dr. O’Mailia (DFO).

U. Meeting Adjournment – Lt Gen (ret) Elder

Lt Gen (ret) Elder reiterated he would work with Dr. O’Mailia (DFO) to finalize the minutes of the 24-25 Oct 23 AFIT Subcommittee of the Air University Board of Visitors. He noted that prior to signing the minutes, AFIT Subcommittee Members would be provided the opportunity to review and provide inputs to the draft report before approving the final document. Lt Gen (ret) Elder stated that once the minutes were finalized, he would present an overview of the 24-25 Oct 23 AFIT Subcommittee Meeting at the 7-8 Nov 23 Air University Board of Visitors Parent Committee Meeting. Following the overview and any discussion, Lt Gen (ret) Elder noted he would request a vote that the AFIT Subcommittee Minutes be approved and accepted into the AU BoV’s Meeting Minutes.

Following the above discussion, Lt Gen (ret) Elder declared the 24-25 Nov 23 AFIT Subcommittee of the AU BoV adjourned.

Section 3: AFIT Subcommittee Recommendations, Requests, Observations, and/or Commendations

The AFIT Subcommittee commends **(CO-01-A-20231025)** Dr. Jones, Dr. Ries, and the AFIT Faculty and Staff for their preparedness and responsiveness for the AFIT Subcommittee meeting. The AFIT Subcommittee would also like to commend Ms. McDowell, Mr. Stecker, Maj Miller, and Capt Miller for their excellent support. The AFIT Subcommittee expresses its heartfelt appreciation to Dr. Adedeji Badiru for his service to AFIT as the Engineering School Dean and wishes him well.

The AFIT Subcommittee thanked Dr. Jones for the thoroughness of the Director's Overview and commends **(CO-02-A-231025)** Dr. Jones and the AFIT team for taking the initial step in developing a relationship with SAF/AQ, which serves as the AFIT mission proponent for the Department of the Air Force. The AFIT Subcommittee recommends **(RE-01-A-231025)** AFIT continue to cultivate this relationship, which will ensure AFIT is postured to meet the scientific, technical, and acquisition needs of both the Space Force and the Air Force. The AFIT Subcommittee also commends **(CO-03-A-231025)** AFIT for their operations research course, civil engineering captains' course, and their participation at the Air Force Association conference. The AFIT Subcommittee observes **(OB-01-A-231025)** that the "two services, one AFIT" approach makes sense given the difficulty in parsing out content that is unique to the space or air domains.

The AFIT Subcommittee commends **(CO-04-A-20231025)** AFIT for their responsiveness to previous requests and recommendation related to Diversity and Expanded Outreach efforts. The AFIT Subcommittee recommends **(RE-03-A-231025)** AFIT document and market AFIT's value propositions for recruiting and developing faculty. The AFIT Subcommittee recommends **(RE-04-A-231025)** AFIT ensure their target goals for DEI are related to problems to be solved and more explicitly defined and requests **(RQ-01-A-231025)** AFIT provide a DEI update during the 2024 AFIT Subcommittee meeting, which includes faculty mentoring, faculty production, etc. The AFIT Subcommittee observes **(OB-02-A-231025)** the challenges associated with ensuring the faculty demographics reflect those of their students and offered the use of IPAs and Term Employees as possible opportunities. The AFIT Subcommittee also suggested the establishment of chair positions like those utilized at HQ AU. The AFIT Subcommittee requests **(RQ-02-A-231025)** AFIT provide an update, related to the observation above, during the 2024 AFIT Subcommittee meeting.

The AFIT Subcommittee thanks AFIT for the opportunity to share lunch with AFIT Students and Faculty Advisory Teams. The AFIT Subcommittee recommends **(RE-05-A-20231025)** AFIT continue to provide this opportunity in future sessions. The AFIT Subcommittee observes **(OB-03-A-231025)**, through feedback from AFIT students and faculty, that students are experiencing tremendous issues registering for courses, and both students and faculty are having difficulty accessing education-related IT resources (SLcM, SAP help desk, etc.). See associated observations, recommendation, and request presented immediately below.

The AFIT Subcommittee continues to be concerned with implementation of SLcM. These concerns were presented during the Fall 2022 AFIT Subcommittee Meeting Minutes. The AFIT Subcommittee observes **(OB-04-A-20231025)** there are challenges associated with implementing any system, let alone centralizing student information system within a diverse institution such as AU, and commends **(CO-05-A-20231025)** AU for establishing a senior oversight position and hiring additional subject matter experts. The AFIT Subcommittee recommends **(RE-05-A-20221102)** AU prioritize addressing these challenges, which include, but are not limited to communications, funding resources, programming resources, data governance strategy, etc. The AFIT Subcommittee requests **(RQ-03-A-231025)** AFIT provide status updates to the AFIT Subcommittee until SLcM reaches full operating capacity.

The AFIT Subcommittee commends **(CO-06-A-20231025)** AFIT for finalizing the development of their strategic plan and the beginning of its implementation. The AFIT Subcommittee recommends **(RE-06-A-20231025)** AFIT ensure that the AFIT Strategic Plan is fully implemented, and the resulting data is used to make data informed decisions. The AFIT Subcommittee requests **(RQ-04-A-20231025)** AFIT provide a

discussion on the strategic-level metrics and what AFIT is learning related to the strategic plan during the 2024 AFIT Subcommittee meeting.

The AFIT Subcommittee commends **(CO-07-A-20231025)** AFIT for the various nuclear programs and entities it supports, such as the NC3 course at Barksdale AFB and nuclear ops course at Kirtland AFB and commends **(CO-08-A-20231025)** AFIT for their role in force development for DAF Airmen and Guardians in nuclear-related career fields. The AFIT Subcommittee observes **(OB-06-A-20231025)** that the nuclear engineering courses offered at AFIT are different from those offered at other institutions to meet DoD nuclear education requirements. The AFIT Subcommittee commends **(CO-09-A-20231025)** AFIT for their expanded focus on the Air and Space Forces strategic mission and recommends **(RE-07-A-231025)** AFIT develop a strategy to obtain AETC funding to replace the F4 funding AFGSC currently provides.

The AFIT Subcommittee commends **(CO-10-A-20231025)** AFIT for leveraging their strategic plan's *Physical and Digital Infrastructure* section to address their various design projects and hiring an architect to address the issues related to bldg. 470. The AFIT Subcommittee observes **(OB-07-A-20231025)** the various issues related to bldg. 470 and its status as the only DoD facility capable of the nuclear research conducted there. The AFIT Subcommittee commends **(CO-11-A-20231025)** the AFIT MILCON plan to relocate the AFIT Fabrication Shop and recommends **(RE-08-A-20231025)** that AFIT find an interim alternative location. The AFIT Subcommittee recommends **(RE-09-A-20231025)** AFIT pursue stakeholder (AU/AETC and AFMC, etc.) support for these projects, as presented in AFIT's 2021 Campus Master Plan utilizing funding sources such as military construction (MILCON), Unspecified Minor Military Construction (UMMC), and Facilities Sustainment, Restoration & Modernization (FSRM).

The AFIT Subcommittee commends **(CO-12-A-20231025)** AFIT related its Digital Infrastructure efforts presented. The AFIT Subcommittee recommends **(RE-12-20231025)** AFIT continue to evolve and strengthen its digital infrastructure via staffing and resourcing.

The AFIT Subcommittee commends **(CO-13-A-20231025)** AFIT for leveraging their strategic plan's *Staff and Faculty Advancement* section to address AFIT faculty and staff development. The AFIT Subcommittee recommends **(RE-12-20231025)** AFIT take the next steps to define and illustrate metrics related to staff and faculty advancement. The AFIT Subcommittee observes **(OB-08-A-231025)** AFIT is a great location for up-and-coming faculty members to build their career and the AFIT Subcommittee recommends **(RE-13-A-231025)** AFIT develop a branding strategy to recruit prospective faculty. The AFIT Subcommittee commends **(CO-14-A-231025)** for establishing its AFIT "Patents Wall" and "Fellows Wall," as well as the creation of their CIE newsletter.

The AFIT Subcommittee **(CO-15-A-20231025)** commends AFIT for its leadership in supporting the Department of the Air Force's shift to the use of digital engineering through the four lines of effort in the Digital Innovation and Integration Center of Excellence (DIICE). The AFIT Subcommittee recommends **(RQ-05-A-20231025)** AFIT provide a discussion specific to DIICE's consultation work (LOE 3) in a future Subcommittee meeting.