





***Air University Professional Forums***  
***Paving the Path to Air Force 2.0***

***We Produce the Future***

***Lt Col Mike Hower***  
***ACSC/DL***  
***28 October 2008***



# Overview



*Develop America's Airmen Today ... for Tomorrow*

## Air Force 2.0

## Where We Started

## Paving the Path



# Disclaimer



*Develop America's Airmen Today ... for Tomorrow*

- The ideas in this presentation are those of the author
  - They have not been vetted, blessed, approved, etc...
- Materials contained herein do not reflect the plans, programs, or opinions of:
  - Air Command and Staff Center Distance Learning
  - Air Command and Staff College
  - The Spaatz Center of Officer Development
  - Air University



# Thought Piece



*Develop America's Airmen Today ... for Tomorrow*

**“The twenty-first century is when  
everything changes....  
You’ve got to be ready.”**

*Capt Jack Harkness  
Cheesy BBC Sci-Fi Character  
from “Doctor Who” and “Torchwood”*



# The Air Force of Today...



*Develop America's Airmen Today ... for Tomorrow*  
*Part I: Air Force 2.0*

- Our Mission:
  - Fly
  - Fight
  - Win
- Our Domains:
  - Air
  - Space
  - Cyberspace
- Our Vision:
  - Global Vigilance
  - Global Reach
  - Global Power

*THE NATION'S GUARDIANS*  
**AMERICA'S 21<sup>ST</sup> CENTURY AIR FORCE**



**CSAF White Paper**

General T. Michael Moseley  
18<sup>th</sup> Chief of Staff  
United States Air Force

29 December 2007



# ...facing the challenges of an uncertain world...



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- Violent extremism and ethnic strife
- Proliferation of weapons of mass destruction and empowering technologies
- Rising peer competitors with voracious appetites for resources and influence
- Predatory and unpredictable regional actors
- Increasing lethality and risk of intrusion by terrorist and criminal organizations
- Systemic instability in key regions (political, economic, social, ideological)
- Unprecedented velocity of technological change and military adaptation
- Availability of advanced weapons in a burgeoning global marketplace
- Exponential growth in volume, exchange and access to information
- Surging globalization, interconnectivity and competition for scarce resources
- Dislocating climate, environmental and demographic trends



# ...becomes the Air Force of Tomorrow

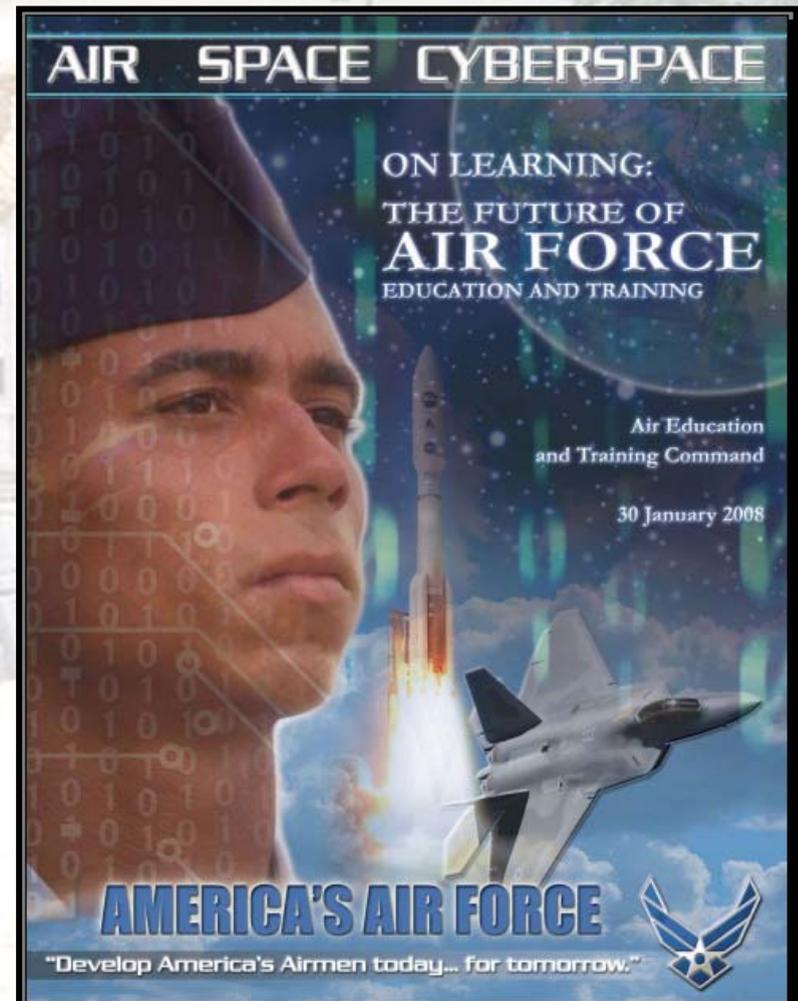


*Develop America's Airmen Today ... for Tomorrow*

A learning organization focused on...

- Knowledge Management
- Continuous Learning
- Precision Learning

## Air Force 2.0





# It all started with a simple question...



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- What if this leader could know everything needed to command...



...at just the right moment?



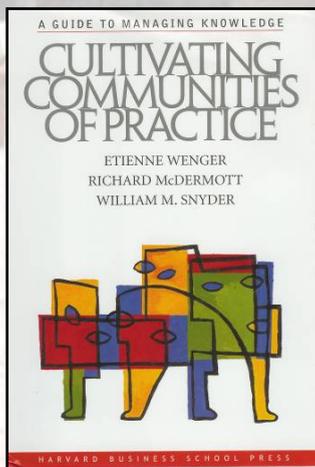
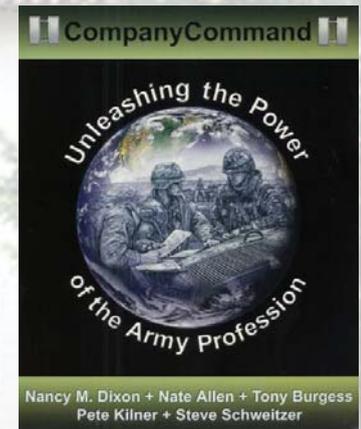
# Commanders Connection

## The Professional Forum for Squadron Commanders



Develop America's Airmen Today ... for Tomorrow

- A professional forum for commanders
  - Mission: "...advance the practice of command"
  - Modeled on Army's "Company Command"
  - Launched 30 May 06
  - 1293 members so far



- Created as an ACSC Research Project
  - Guided by leaders in DoD and industry
  - 15 ACSC students / 1-2 full time faculty
  - Students facilitate discussions, answer field questions, and research/analyze/develop "guidelines for command"



# The Video



*Develop America's Airmen Today ... for Tomorrow*



*Air University: The Intellectual and Leadership Center of the Air Force*  
*Fly – Fight – Win*



# What it is...



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- Our Vision
  - ...a ubiquitous tool for educating and training commanders
  - ...not a “one stop shop,” but a place commanders can talk in a trusted environment to share relevant, timely information about command
- Our Goals
  - Create a forum of commanders, by commanders, for commanders (and equivalents)
  - Integrate the forum into commander education, training, and operations
  - Maintain the forum for the benefit of the Air Force



# What it is...



*Develop America's Airmen Today ... for Tomorrow*

- An online environment where commanders can:
  - TALK
  - DEVELOP TRUST
  - SAVE TIME
- Membership is open to:
  - Current, selected, former commanders (<2 years out)
  - Civilian squadron directors
  - Some equivalents (e.g., Det/CCs, OL/CCs, and Flight/CCs)





# What it's not...



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- A Replacement for:
  - Face-to-face networking with co-located peers
  - Air Force mentoring or professional development programs
  - Air Force instructions or other publications
- A competitor to Air Force Knowledge Now
- A social networking site (i.e., MySpace or Facebook)
- Sharepoint
- A means of tasking or providing direction
- Owned by any one MAJCOM or career field
- Mandatory



# What it does for Commanders... Provides expert advice in 7 areas



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**Commanders Connection**  
Commanders Helping Commanders Advance the Practice of Command

My Options - Admin Options - Mike Hower - Sign Out

Commanders Connection

Welcome Documents & Videos Questions & Answers Experts & Members About

**Featured Member** Add

James Turner  
Jim Turner was one of the key members of the Commanders Connection membership team in AY08, and directly responsible for growing our membership from 600 to over 1200 members. He has moved on from Maxwell to become the first FSS commander in Turkey. Good luck, Jim  
[View network](#)  
[Add to my network](#) [Delete](#)  
[Edit](#)

**Top Ranked**

New Password Requirements for Commanders Connection 2.0  
What must I do to update my Account Info and Community Profile?

**Browse**

Up to top Up one level

Commanders Connection

- 1.0 Taking Command
- 2.0 Leading and Developing Airmen
- 3.0 Commanding Expeditionary Forces
- 4.0 Commander's Programs
- 5.0 Standards and Discipline
- 6.0 Helping Airmen and Families
- 7.0 Compliance & Inspections
- Missions/Functions Topics
- News & Newsletters
- Quizzes & Questionnaires
- The O'Club

Advanced Search

**Browse Popular Tags**

account au-2 benefits "commander's badge" "commander's programs" documentation followership "guidelines for command" leadership mentoring opd "professional reading" profile records tattoo userid vred

**Popular Tags** Edit

documentation

**Highlights**

Changes to Death Gratuity in vRED  
Mike Hower wrote "Changes to the vRED system affecting death gratuities from the military start 1 July. Your Airmen need to update their records..." created Wednesday Last Week 7:53 AM

## Current Topics

- Taking Command
- Leading & Developing Airmen
- Commanding Expeditionary Forces
- Commander's Programs
- Standards & Discipline
- Helping Airmen & Families
- Compliance & Inspections

<http://forums.af.edu>



# What it does for Commanders... Enables Knowledge-on-Demand



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Personal Profiles Favorites Blogs Subscriptions Search

Documents  
Videos  
Q&A  
Networking Tools

Most Useful Info

Most Browsed Info

Highlights

...and much more!

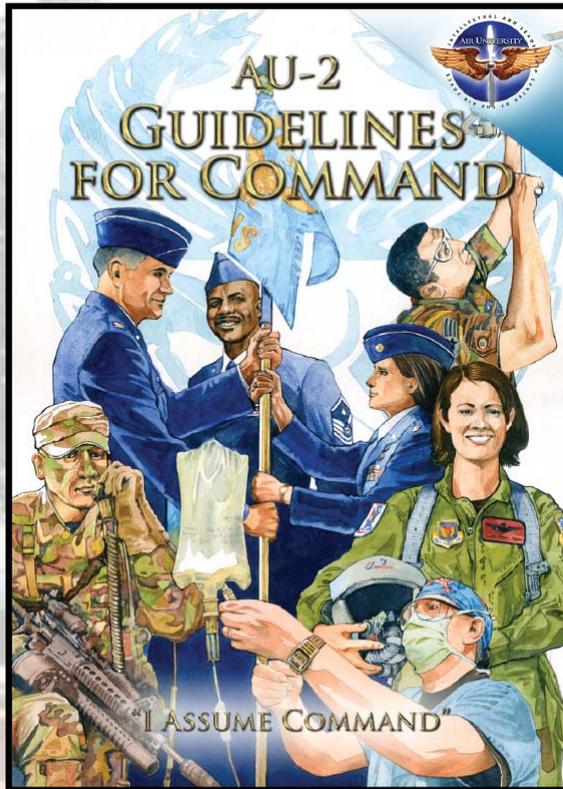


# What it does... for MAJCOMs

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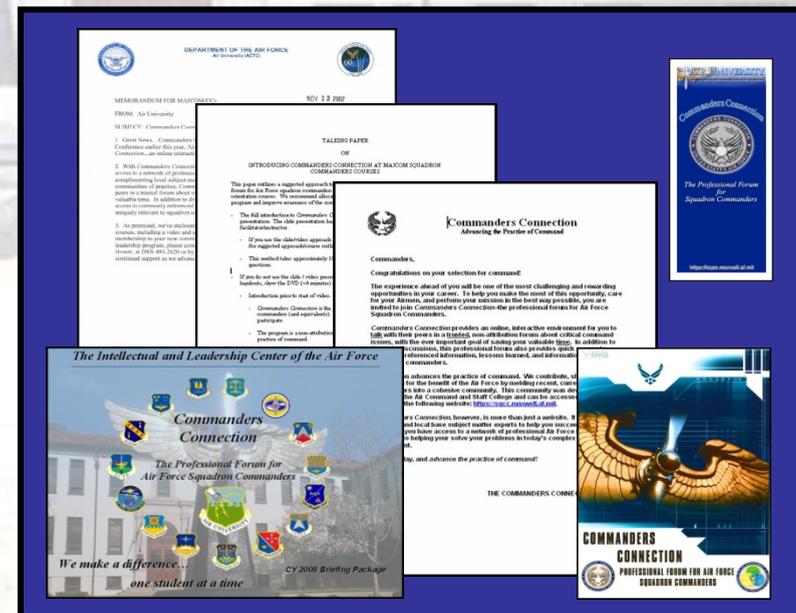
## Augment Education & Training for Commanders and Directors

- AU-2, *Guidelines for Command*
  - Tips
  - Best Practices
  - Reports from the Field
- Supplement/Replace MAJCOM Guides



## Help Standardize CC Training

- Plug and Play training materials for all Commander/Director orientation courses





# What it does... for the Air Force



*Develop America's Airmen Today ... for Tomorrow*

- Provides needed resources for commanders in the field
- Converts tacit knowledge to explicit knowledge

**For AY08:**

**111 approved topics**

**435 pages of new material**



**AY08 Commanders Connection Support Team**

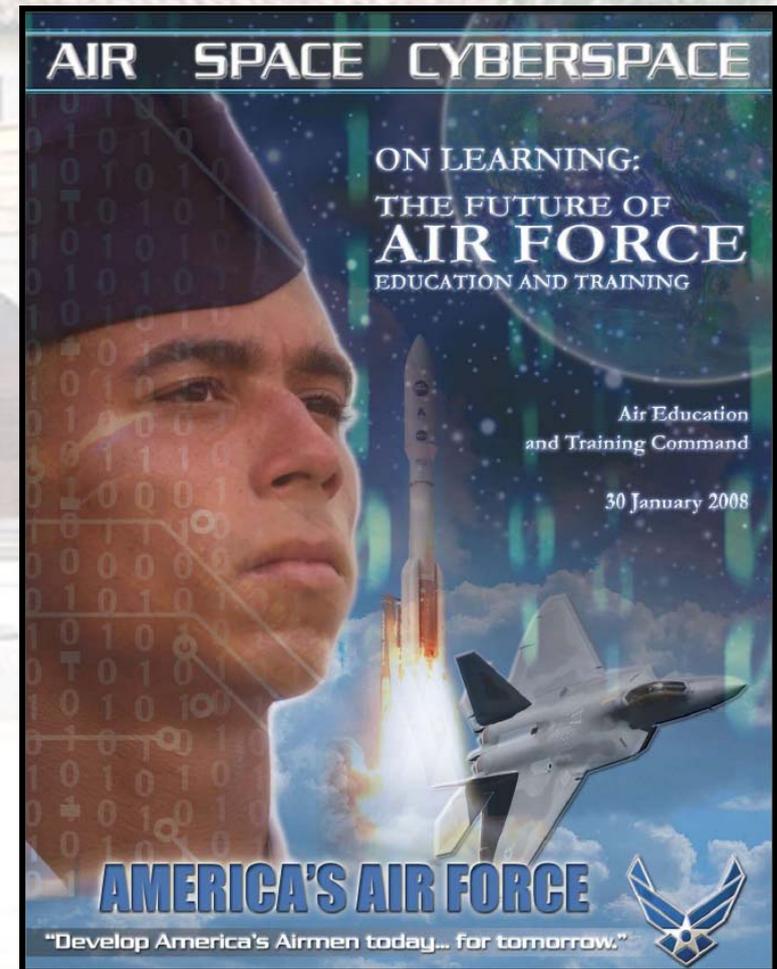


# What it does... for the Air Force



*Develop America's Airmen Today ... for Tomorrow*

- **Enables the AF 2.0 Vision**
  - Knowledge Management
  - Continuous Learning
  - Precision Learning
- **Test Bed for AF 2.0 Concepts**
  - Potential AF-wide enterprise solution for social learning
  - Interest from
    - AF/A1D – Force Development
    - USAFA – Behavioral Sciences Dept.
    - AETC/A5/8/9, A6, and FM





# Results



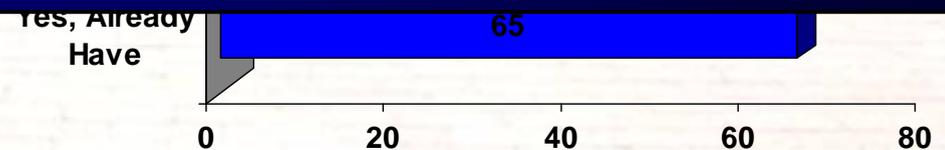
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Today



## Member Comments

- “I believe I've read almost every document and every discussion item on the site.... Keep it up. It's a great resource for inbound CCs.”  
Lt Col J.D. Hunsicker, 369 RCS/CC
- “You guys are **AWESOME...this is the single best CC tool I have ever known**, and as a result you are improving the lives of my Airmen and quality of mission accomplishment.”  
(Current GMS/CC)
- “Your discussion forum was perfectly timed with the discipline actions I'm currently taking. I appreciate the efforts you are taking to provide commanders an avenue to share our ideas and issues.”  
(Current AMS/CC)

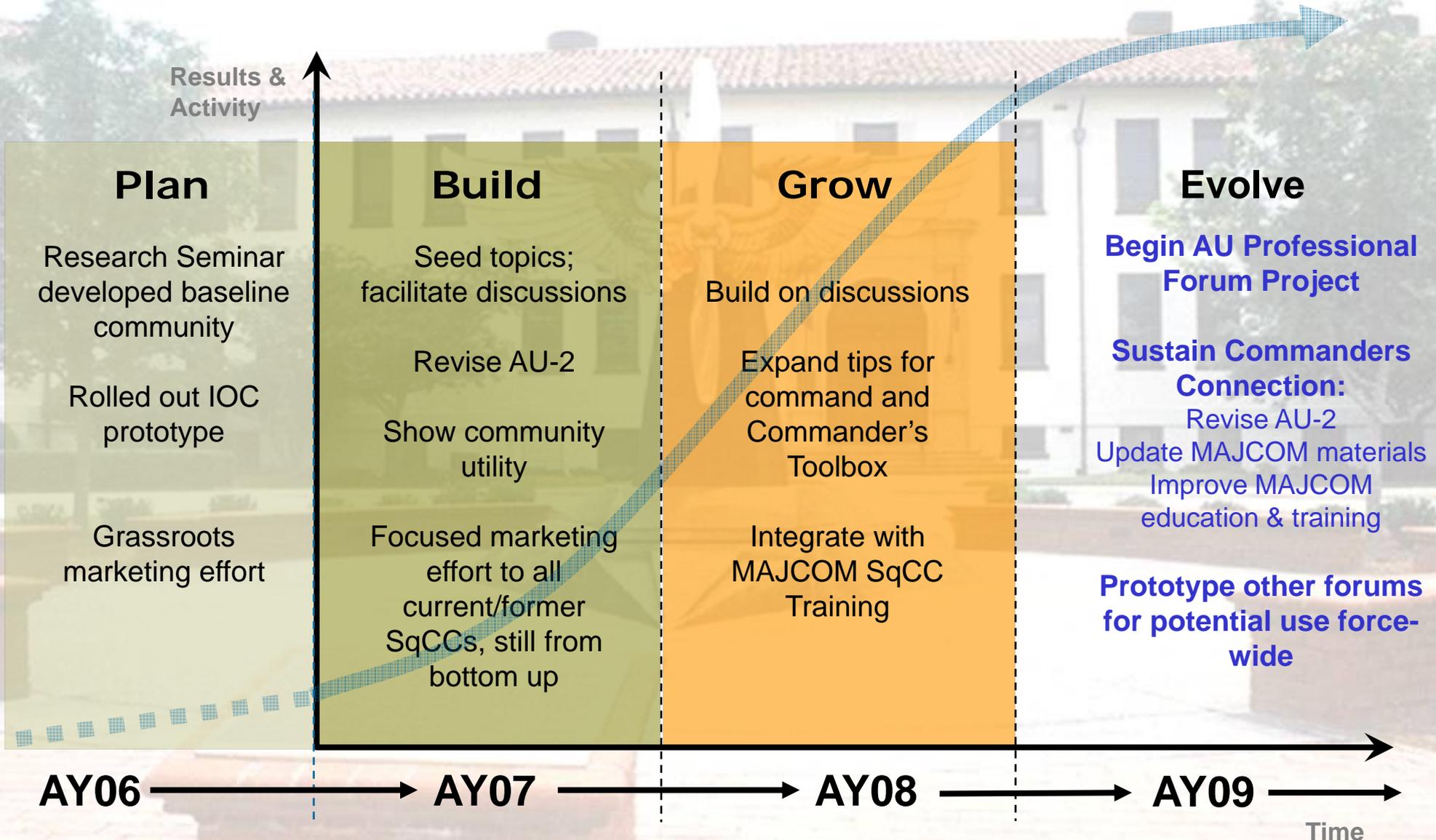




# So Where Do We Go From Here?



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# Where Do We Go From Here? Commanders Connection



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## **Research**

- Revised SQ/CC “Products”
  - Commander’s Toolbox on the Air Force Portal
  - AU-2 “Revised” 2009 edition
  - Newsletter - Bi-weekly update
- .AF.EDU Outreach
  - AF Recruiting Service/CCs
  - AFROTC Detachment/CCs

## **Technology**

- Ecco 2.1
- Expanded Access
  - Participate by email
- Improved Security
  - Secure socket layer (https://)
  - CAC Authentication
- Improved Tools
  - Quizzes, polls, and wikis
  - Status Update (USMA)
  - Private Messaging (USMA)
  - .AF.EDU Comm Suite



# Paving the Path to AF 2.0



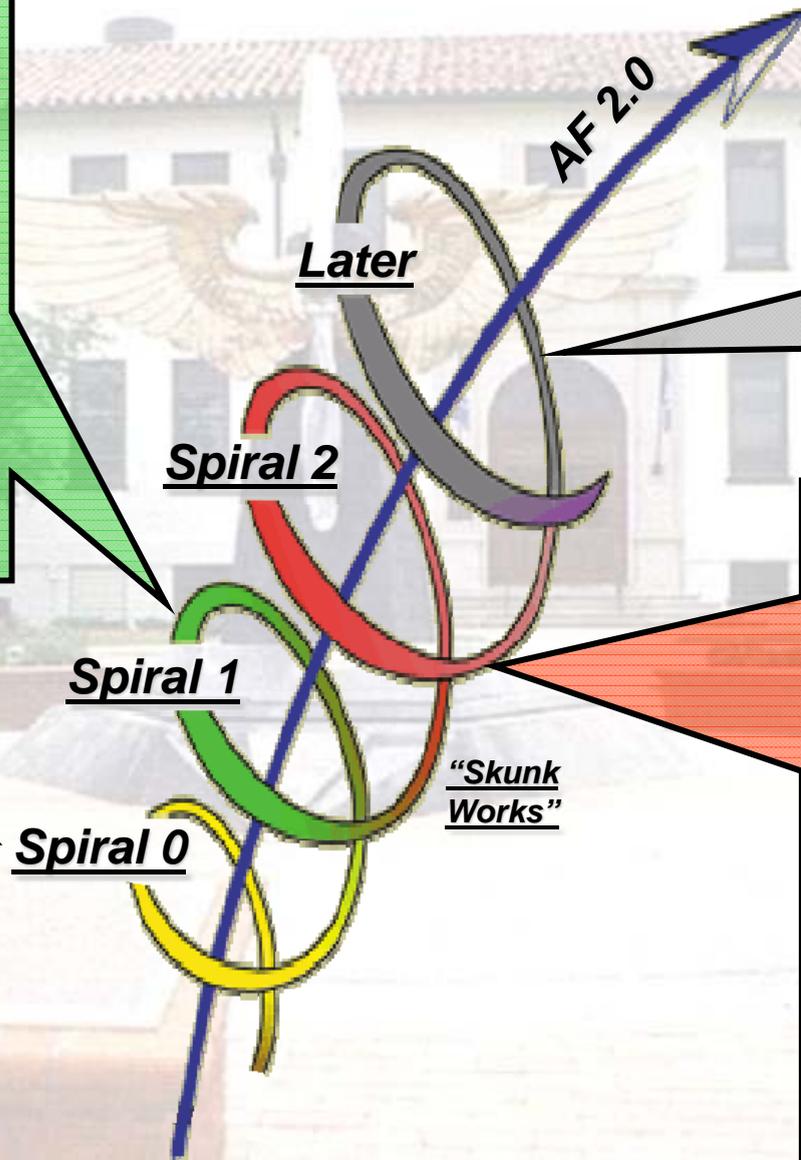
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## Spiral 1 – AY2009

- **Technology**
  - .AF.EDU Integration
  - Ecco 2.1
  - Custom Development\*
- **Curriculum**
  - Blended research & facilitator tng.
- **Prototype Forums**
  - “The Bar” and Flightleader.net
  - ProReadingNet
  - Leader Challenge
  - Field Grade Officer Orientation
  - EagleNet

## Spiral 0 – AY2006-2008

- Completed June 2008
- **Commanders Connection**
  - Plan
  - Design
  - Build
- **Results**
  - 1293 members
  - AU-2 “live” and “print”
  - Integration with Courses
  - Ecco 2.0 and Hosting



## LATER:

- Integration with SMI-ELS
- Adoption as AF.EDU standard and move to .EDU Pgm Office

## Spiral 2 – AY2010

- **Technology**
  - Ecco 3.0?
  - iLink / Social Kinetics
- **Sponsored Forums**
  - “The Bar” – USAFA/ASBC
  - Flightleader.net – SOS
  - FGO Orientation - ACSC
  - CC Connection – ACSC
  - Leader Challenge – All
  - EagleNet – ACSC
  - ProReadingNet – SAASS
- **Prototype Forums**
  - FM Decision Support



# The ACSC Research Program



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- Blended Approach
  - 50% of class meetings online
- Front Loaded
  - Extra meetings to “get up to speed”
- Extra Meetings
  - Meet weekly, either online or in classroom, to pursue course goals
- Online Support Site – “AUPF Support Team”
  - Contains all academics and classroom instructions
  - All online courseware
  - Interface with previous year’s support team members
- AY09 Curriculum
  - RE0 – 22 Aug 08 (1.5 hrs)
    - Icebreaker / Course Introduction
    - Strengths Finder 2.0 Assessment
  - RE1 – 27 Aug 08 (3+1 hrs)
    - Introduction to Communities of Practice and Professional forums
    - Myers-Briggs Assessment
  - RE2 – 3 Sep 08 (3+2 hrs)
    - Professional forum Lifecycle
  - RE3 – 10 Sep 08 (20+ hrs)
    - Knowledge Skills Facilitation Workshop
    - 12 modules, all online
  - RE4 – 24 Sep 08 (3 hrs)
    - Facilitation and Research Proposals
  - RE5 – 1 Oct 08
    - Getting Started...Hands-on Training
    - 2 hrs contact time (in-class)
  - RE7 – 22 Oct 08 (1 hr)
    - Research Review
  - RE8 – 29 Oct 08 (1 hr)
    - In-Process Review/Online Briefings
  - RE11 – 26 Nov 08 (3 hrs)
    - Online Book Colloquium



# Knowledge Skills Facilitation Workshop



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- Air Force – Army Curriculum
  - Developed by Battle Command Knowledge Systems, Ft Leavenworth, KS
  - Converted to online format by ACSC/DL
- 14 days for online program
- Earn Basic Knowledge Facilitator Certification
  - Opportunity to earn Advanced Certification by end-of-year
- 12 Modules
  - Operational Knowledge Management
  - Understanding Communities of Practice
  - Roles and Responsibilities
  - Taxonomy and Structure
  - Moderating Discussions
  - Sharepoint (.af.edu)
  - Content Management
  - Metrics – How to Measure Value
  - Converting Expressible Tacit Knowledge to Explicit Knowledge
  - Recruiting and Managing the Forum Support Team
  - OPSEC for Facilitators
  - Facilitator Toolkit



# “The Bar” and Flightleader.net



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## Platoon Leader and Company Command

‘nuff said

Hoping for sponsorship from...

USAFA

and

Squadron Officer College

*(our attempt to target digital natives...)*



# ProReadingNet



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Ditto

*(ProReading Challenges funded by  
Air Command and Staff College Distance Learning)*

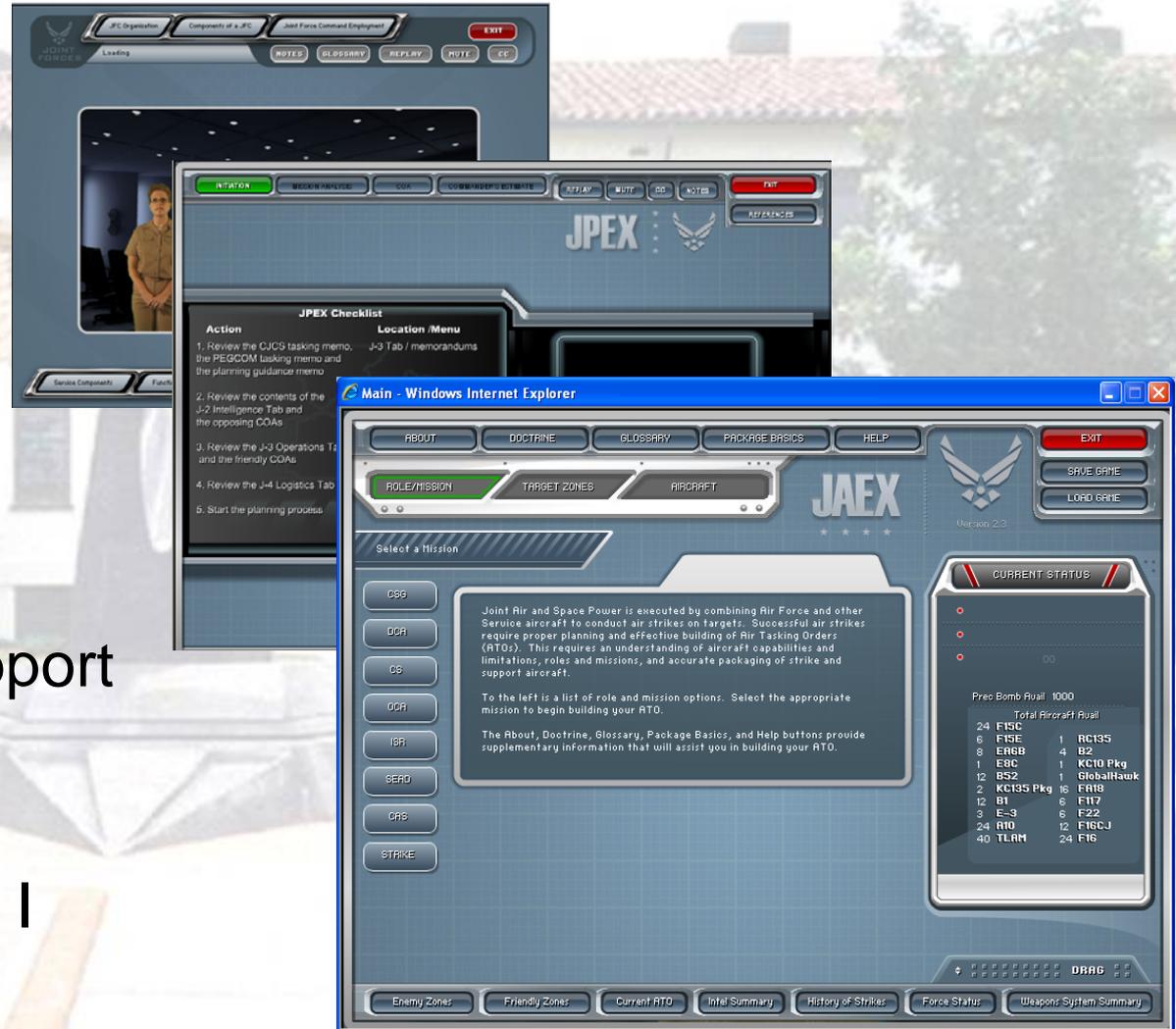


# Leader Challenge



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- Ditto...almost
- Interactive Wargame Exercises (iEx)
  - Joint Forces
  - Joint Planning
  - Joint Air and Space Operations
- Discussion threads support social learning
- Support ACSC's JPME I curriculum
- Meet CJCS need for interactivity



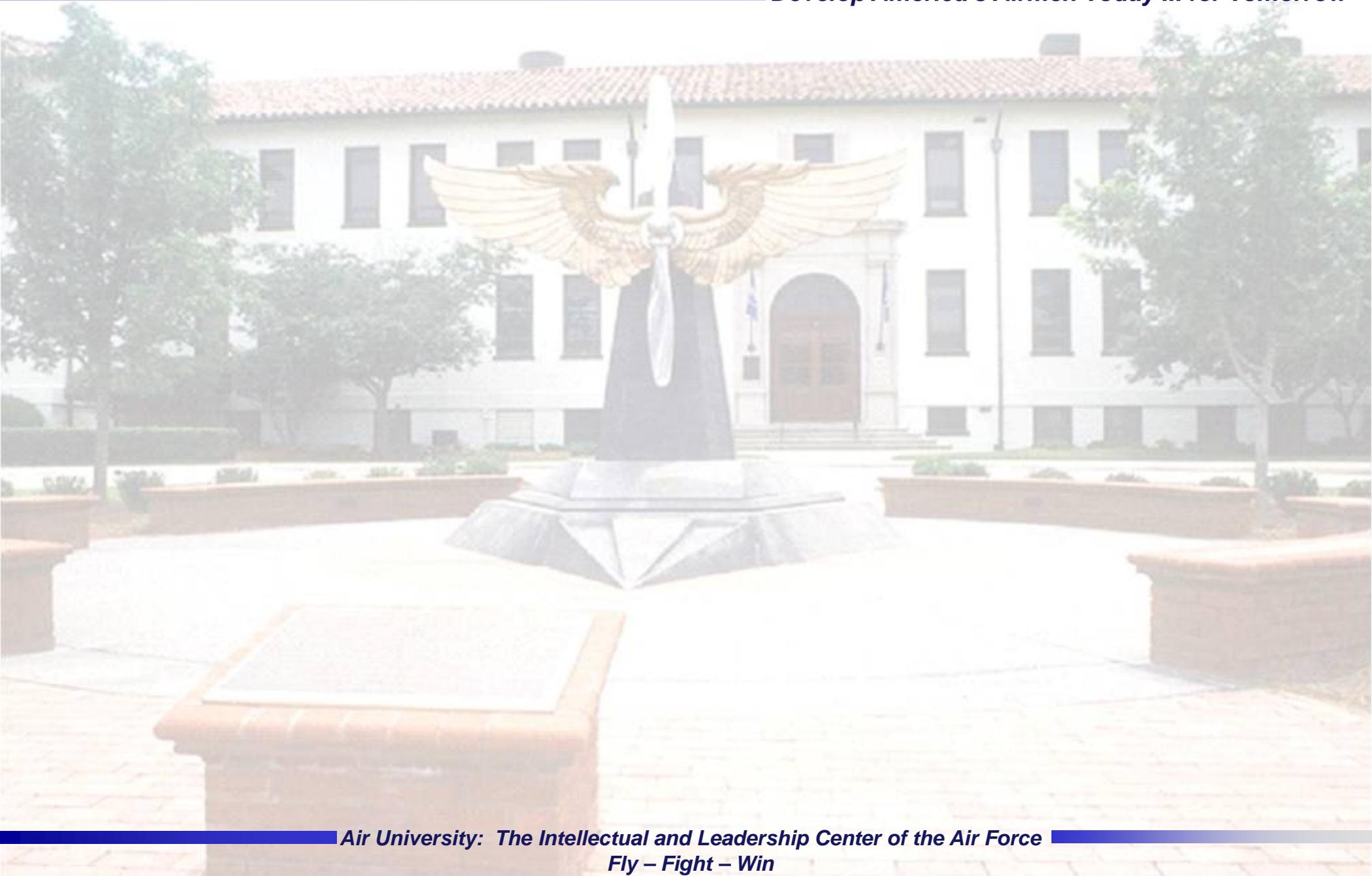
**Future: Command Simulation & Multiplayer Wargame**



# JFEX Video



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*Fly – Fight – Win*



# Field Grade Officer Orientation



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- FGO Mentoring Forum
- 8 interactive modules
  - Full Spectrum Leadership
  - Mentorship
  - Wingman Culture
  - National Security Strategy
  - Joint Forces
  - Air & Space Expeditionary Forces
  - Total Force Issues
  - Distinctive Capabilities
- O5 – O7 Online Mentors
- “In Person” Mentoring Guide





# “Wingman Culture” Demo



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*Fly – Fight – Win*



# EagleNet



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- Gathering of Eagles
  - ACSC's Living History Project
- Huge Tacit Knowledge Mining Effort
  - 26 years of "Eagle" interviews
  - Never seen other than in the year presented...
  - Indexed, cataloged, segmented, and opened up for discussion
- Uses video capability of Ecco to bring history to life

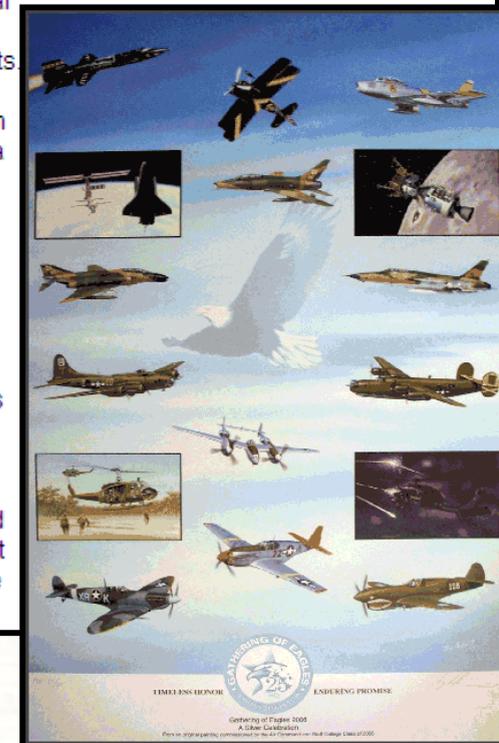
## Eagle Biography

### Harold G. "Hal" Moore

Harold G. "Hal" Moore graduated from West Point in 1945 and was commissioned a second lieutenant in the Infantry. He served as a paratrooper for a rifle platoon in Japan. His next assignment was with the 82nd Airborne at Fort Bragg, North Carolina. There, he volunteered for the Army's Airborne Test Section where he jump-tested experimental parachutes for the Army, Air Force and Central Intelligence Agency, making 135 test jumps and experiencing several near-death incidents. Moore commanded two infantry companies and served as a regimental S-3 in the Korean War. In 1964, he was selected to command a battalion in the newly formed air mobile 11th Airborne Test Division at Fort Benning, Georgia.

For nearly a year, he spearheaded doctrinal development and tactical employment of this emerging capability. The 11th Airborne Test Division re-flagged under the heralded colors of the 1st Cavalry Division, with Moore's unit taking the colors of the 1st Battalion, 7th Cavalry Regiment. In November 1965, Moore validated the air mobile concept when he and his under-strength unit of 450 troopers fought and won the first major American battle of the Vietnam War against more than 2,000 North

### More About The Eagle:





# Hal Moore



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*Fly – Fight – Win*



# Other Neat Things On The Horizon



*Develop America's Airmen Today ... for Tomorrow*

- iLink - Artificial Intelligence Tools for Social Learning
- Pre-Command Course
  - ACSC, AFDW, and Commanders Connection partnership
  - Goals:
    - Make courseware available to commanders 24/7
    - “Speed up” commander training
- Software Custom Development...and sharing



# Establish Air University as the Pro Forum Center of Excellence



*Develop America's Airmen Today ... for Tomorrow*

- Mission:
  - Design, development, fielding, and support of professional forums for the benefit of the Air Force
- Vision:
  - A “skunk works” for the development of social learning concepts...paving the path to Air Force 2.0
- Precedent:
  - CALDOL
  - BCKS



# Closing Thought



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**“The best way to predict the future  
is to invent it.”**

*Alan Kay, Xerox  
Palo Alto Research Center  
1971*



# Questions?



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- Questions: Contact me...

Lt Col Mike Hower

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Air Command and Staff College

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# *The Intellectual and Leadership Center of the Air Force*

*We Produce the Future ...*



*One Student at a Time*

*One Faculty Member at a Time*

*One Idea at a Time*

