

U.S. Air Force Academy Board of Visitors Meeting (July 27, 2018) - Minutes

The U.S. Air Force Academy (USAFA) Board of Visitors (BoV) public meeting was held on July 27, 2018 at USAFA's Blue and Silver Club. In accordance with the Federal Advisory Committee Act (FACA), the meeting was open to the public from 7:30 a.m. to 3:00 p.m. (Mountain Time) and meeting notice, including an amendment, was provided in the Federal Register.

Meeting Opening: Ms. Love, Designated Federal Officer (DFO), opened the BoV meeting, announced the meeting was open to the public and that notice was provided in the Federal Register, including an amendment. The DFO stated there would be a period reserved for public comment prior to close of the meeting and covered actions items from the last BoV meeting on April 25, 2018. Two action items (Atchs 1, 2) were closed. Members of the public introduced themselves and are included in the list of meeting attendees (Atch 3).

Chairman's Remarks: Gen Rice provided a welcome and indicated the BoV purpose is to provide independent advice and recommendations on the morale, discipline, social climate, curriculum, and other matters the Board decides to consider. For 2018, special topics for the BoV include USAFA's response to the 2017 misconduct in the Sexual Assault, Prevention and Response (SAPR) office; USAFA Preparatory School overview, Non-Federal Entities (NFEs) supporting the USAFA mission, and faculty development.

Superintendent's Update: Lt Gen Silveria discussed graduation of 985 cadets, emphasizing 79% were assigned to operational Air Force Specialty Codes and that of that number, 32% were females. There were 38 cadets who wanted to be pilots but there were not enough rated slots. USAFA hosted the Warrior Games and although a success, the 30,000 attendees strained facilities and faculty. Summer events included in-processing of 1,182 cadets for basic cadet training with over 2,400 parents and friends in attendance; the AM490 jump program, cadet summer research, a seminar for 620 high school students, space programs and sports camps. There is a 4-year Cadet Chapel renovation ongoing, during which worship will continue at other facilities on the Campus. Lt Gen Silveria covered USAFA's use of football as a strategic platform to tell the Air Force and USAFA story. For example, 11 games will be televised and one live-streamed; a home game on Thanksgiving Day vs. Colorado State University and each home game will have a theme. In response to Ms. Hoppin's inquiry as to whether corporate and Congressional invitations for "away" games could be issued. Gen Silveria replied: Yes. Regarding academic faculty, he emphasized streamlining the hiring process with focus on science, technology, engineering and math (STEM) qualifications and exposing cadets to a broad cross-section of career fields. USAFA presented initiatives to Air Force leaders that include adding permanent professors to development teams, professional development for professors, advanced academic degree funding, and military to civilian conversion for unfilled positions. He emphasized work with Air Staff to identify what Air Force wants from USAFA; consequently, it will be easier to structure future faculty and career fields. Gen Rice asked if these steps were all USAFA needed to improve faculty. Brig Gen Armacost stated these steps offered the largest return on investment, but were just the beginning. Representative (Rep) Bacon asked for the average assignment length for a faculty member and Brig Gen Armacost replied 13-14 years for civilians and 2-3 years for military. Lt Gen Silveria discussed several additional topics. First,

the ongoing career field review and the need to set expectations for graduates, recognizing USAFA has increased focus over the past three years on operational and rated specialties in light of warfighter needs and the pilot shortage. Second, he noted Department of Veterans Affairs' approval for pilot wings on gravestones at the USAFA cemetery is pending. Third, as to naming rights for USAFA buildings, there is now a defined process for donor recognition. Rep Bacon offered to help in making changes to the National Defense Authorization Act (NDAA) to facilitate this. Lt Gen Silveria thanked him for the offer and declined, clarifying this was an Air Force policy and did not require a change to the NDAA. BoV members asked questions on a variety of matters to which Lt Gen Silveria or his staff responded. Ms. Hoppin asked about the status of draft legislation related to USAFA and Non-Federal Entity (NFE) support. Lt Gen Silveria replied there is draft language for the National Defense Authorization Act (NDAA). (See Action Items). Mr. Swezey asked how USAFA integrates faculty research into a warfighting message. Lt Gen Silveria stated that two-thirds of research money comes from government agencies, so USAFA has money and projects that offer cadets an opportunity to solve real-world problems. Two cadets have been awarded six patents for intellectual property rights. Brig Gen Armacost noted that all research efforts are tied to Air Force needs; many are funded by industry partners helping to bridge industry knowledge with Air Force learning and operational needs. Ms. Hoppin expressed concern for Air Officer Commanding (AOC) development and ability to remain competitive with peers after a USAFA tour. Lt Gen Silveria explained the AOC selection and hiring process and the Commandant, who is on the selection board, was confident that AOCs are successful in careers following their USAFA tour. Mr. Swezey raised AOCs' perceptions of diminished AOC decision-making authority and the Commandant replied that AOCs are empowered to lead but with forty separate squadrons she is balancing the need for consistency and flexibility in working with AOCs. The goal of the Counseling and Leadership master's degree program is to develop AOCs as leaders and mentors. Mr. Swezey asked if USAFA uses Reserve Component (RC) members as AOCs and faculty. Brig Gen Goodwin noted USAFA staff has 187 Airmen representing the Air National Guard (ANG) and the Air Force Reserve. USAFA also works with the Colorado ANG to support flight line operations to increase cadet flying opportunities. Col Block added that of the more than 300 Admissions Liaison Officers (ALOs) all of them are Category E Individual Mobilization Augmentees (IMAs); and that there are 180 on the faculty. Brig Gen Armacost noted that although Military Personnel Appropriation (MPA) days have diminished, they are using RC members, including 34 on the Voluntary Limited Period of Active Duty program. Ms. Hoppin noted many USAFA buildings have historical landmark status and that during Vandenberg Hall renovation, USAFA received approval to use a substitute material for the Murano glass tiles; she asked if USAFA considered other substitutes for cost savings. (See Action Items). Lt Gen Silveria summarized USAFA's focus on improvement: 1) emphasis on faculty quality; 2) manning for Academy Military Trainers (AMTs)/administrative support; and 3) opportunity for NFE support.

Commandant's Update: Brig Gen Goodwin covered a 47-month Cadet Development System, emphasizing communications, training, warrior spirit (e.g., fireside chats with operational Airmen), resiliency, and deployment readiness. The new Safety Report policy included overlooking of minor incidents to facilitate unrestricted reports of sexual assault; the policy has been well-received. Ms. Cubero applauded the change and asked if cadets are covered under the new Veterans Health Administration (VHA) Directive 1115, *Military Sexual Trauma (MST)*

Program, approved on May 8, 2018, authorizing treatment for sexual assault. (See Action Items). Ms. Hoppin noted the development plan includes 60 hours for cadet development time in the curriculum and inquired whether that time was ad hoc or programmed. Brig Gen Goodwin explained it was intentional programming and they needed 90-120 hours; there was no marching on M-5 days to allow AOCs more time in squadron with cadets. Mr. Swezey asked if some of the AOC additional duties could be realigned at the group level to allow more time to interact with cadets. Lt Gen Silveria explained the additional admin support is specific for faculty support; however, USAFA is projected to get 40 more AMTs, allowing two per squadron, to help with administrative duties. Mr. Campos expressed concern regarding lack of time for AOCs to interact with cadets given all the competing priorities. Lt Gen Silveria acknowledged the validity of the concern but referred to the deliberate planning schedule as a step to overcome this issue; given the competition for cadet's time (i.e., sports, academics, development, etc.). Also, there is a leadership opportunity for AOCs to teach 97 lessons within the 60 allotted hours. Ms. Cubero shared that during the AOC panel, one AOC noted there is no time for AOCs to have access to all cadets simultaneously. Lt Gen Silveria agreed that other competing events, such as academics, research, broadening programs, and clubs exist, but that it is important to focus on the breadth and depth of development for cadets and feels this will always be a healthy tension. Ms. Cubero asked if the Healthy Relationship Training (HRT) program briefed at the April 2018 BoV meeting was expanded from Athletic teams to Clubs and when it would be rolled out to the entire cadet wing. Lt Gen Silveria noted USAFA is implementing HRT and the Cadet Healthy Interpersonal Skills (CHiPs) program. Brig Gen Goodwin explained it was a resource issue and the Center for Character & Leadership Development (CCLD) has taken it on to provide measured deliberate education of CHiPs to all freshman cadets, which teaches cadets how to deal with different situations, personal stress, and respect for others. It is currently taught to the basic cadets in Jacks Valley. Brig Gen Armacost noted USAFA funded CHiPs program for all freshmen this year. Based on data showing reduced negative behavior, Lt Gen Silveria stated USAFA requested CHiPs funding for all cadets next year but observed that as a USAFA-specific, not AF, program, funding is difficult. Ms. Hoppin asked for metrics to support CHiPs program success, along with an explanation of funding lines for the various SAPR programs and language for the Board to use to support the CHiPs program. (See Action Items). Rep Bacon noted 70% of the U.S. cannot qualify for military training and inquired how a lack of physical fitness impacts incoming basic cadets. Brig Gen Goodwin replied all applicants must take a physical fitness test and be medically qualified. USAFA recommends all nominees purchase combat boots in advance and adjust to them before basic training. During training, cadets alternate between boots and tennis shoes to prevent injuries. Col Block noted cadets with low Physical Fitness Test (PFT) scores are identified early and given additional training to bring them up to standards. Gen Silveria stated that BCT is "mission critical" but there are not enough cadets in the Wing to support the Cadre due to the 4,000 cadet cap. Mr. Swezey asked about potential to increase the number of cadets from 4,000 to 4,400. Lt Gen Silveria replied the number of cadets counts against Air Force end strength but he is in discussion with the Air Staff about the potential to increase the numbers. Mr. Swezey asked about the number of foreign cadets and Col Primas replied the law sets the limit to 60 at one time, 18 are in the current freshman class. Lt Gen Silveria noted the need to deliberately target countries according to our National Security Strategy to continue engagement and build relationships. Gen Rice asked about the increase in disciplinary cases from 84 to 127. Brig Gen Goodwin stated this increase was due to cases involving two intercollegiate teams.

Dean of Faculty Update: Brig Gen Armacost covered how the permanent professor program (USAFA Instruction 36-3532, *Permanent Professors*) benefits the long-term stability and USAFA's focus on leadership experience, strength in academics and contributions to educational missions. There is a 10-year tenure average for USAFA's 100 permanent professors; six are retiring this year and “Stakeholders” are asking why.

Faculty Quality and Sustainment – Gen Armacost reviewed the SecAF’s 5 taskings to recruit and sustain high quality faculty which were laid out during a SecAF visit for CORONA:

1. Manage Airmen-Scholar PhD talent.
2. Place PhDs on Development Teams.
3. Review Advanced Academic Degree Active Duty Service Commitment.
4. Overhaul processes for externally funded research.
5. Restore Administrative Support

Ms. Hoppin asked whether there are leadership opportunities for civilian faculty.

Brig Gen Armacost said there is a senior faculty advisor position as well as temporary department head appointments during military department head absence; USAFA is reviewing how to further strengthen this area. Ms. Hoppin questioned the incentive for civilian professors to remain at USAFA, absent availability of tenure. Brig Gen Armacost discussed rolling re-appointments for civilian faculty, emphasizing its effectiveness given 90-95% sustainment with an average 14-15 year tenure. Ms. Hoppin asked if USAFA will "grow" younger faculty into PhD level faculty. Lt Gen Silveria discussed managing PhDs, emphasizing the challenges since each career field owns its PhDs, benefit of central PhD management, and deployment management that includes use of PhD talent. Ms. Cubero asked about the timeline for additional administrative support. Brig Gen Armacost stated if FY20 Program Objective Memorandum (POM) includes funding, USAFA will begin hiring in October 2019. Gen Armacost noted that the Faculty billet went from 540 to 500 and would like to restore that to previous levels.

Ms. Hoppin expressed concern about information technology (IT) issues, i.e., bandwidth and "edu" system related to teaching effectiveness, and asked about funding. Brig Gen Armacost replied there is a long-term issue with modernizing aging IT and USAFA has a plan to expand bandwidth and convert to a "Cloud" system to allow cadets/faculty to use their own devices. Gen Rice asked USAFA to provide additional information regarding the way forward for IT infrastructure upgrades. (See Action Items). Mr. Campos asked about funding to provide faculty members access to appropriate research material. Brig Gen Armacost stated USAFA invested in subscriptions to online databases covering several academic disciplines and is a member of the Colorado Alliance of Research Libraries that shares collections with Colorado and Wyoming universities, both online and print. Brig Gen Armacost emphasized the importance of faculty engagement with scholarship. Mr. Swezey expressed concern that faculty do not have time to participate. Brig Gen Armacost understood and is working with Department heads to ensure faculty have time, to include administrative support; he noted need for faculty to commit to dedicating off-duty time.

SAPR Update: Dr. Campbell covered the SAPR team (eight new personnel with 60 years combined victim advocacy experience) and actions that included cadet bystander intervention training, cadet SAPR training, networking within USAFA community, and records update. Regarding eliminating barriers to reporting, Dr. Campbell discussed the Office of Personnel Analytics survey given to cadets regarding “experienced unwanted sexual contact” to get

prevalence data, regardless of reporting; 80% of cadets participated in the voluntary survey, highest of any military service academy; the report is due out in Jan 2019 and feeds into the annual Sexual Harassment and Violence Report. The SAPR office is consistently looking to reduce barriers to reporting which will drive the reporting numbers up, but also trying to reduce incidents through education in an effort to bring the prevalence numbers down. One means of reducing barriers is the restricted reporting mechanism that encourages more victims to come forward; another is permitting victims to disclose incidents with no official report while allowing them to still receive healing programs. Gen Rice asked about availability of data specific to cadet-on-cadet prevalence to show what data can be controlled. Dr. Campbell explained they look at trend data on who commits offenses and where offenses occur. Dr. Dickman added that information reported to higher headquarters is driven by a specific set of reporting criteria. Dr. Dickman addressed questions from the April 25, 2018 BoV meeting, stating the SAPR office looks at data of victims coming forward and prevalence of who committed the offense; they use these data trends to inform what, and how, USAFA addresses incidents. She stated the data shows there are more incidents within the same-year group versus by upper classman against a more junior cadet (relates to how USAFA educates cadets on assault and consent); data indicated sophomore was the highest risk year group (used to implement bystander intervention training just prior to sophomore year to help mitigate intervention); data shows there is no trend indicating intercollegiate athletes are involved in incidents at a higher rate than non-athletes. She explained USAFA is using data from the surveys to analyze the impact of changes made and using research regarding risk factors to inform changes. The CHiPs program initially involved middle/high school students and showed trends in reducing violence in general. Headquarters Air Force (HAF) SAPR office funded USAFA's program development for FY16/17; there was later a randomized control trial (portion of freshmen for FY17/18 received CHiPs training, others received four hour basic SAPR training). USAFA is collecting data to assess training impact and will share when available. USAFA provides training to all freshmen and funding FY18/19 CHiPs training for all cadets; USAFA is working on a contract to continue training next year, but needs 50 facilitators. The January 2019 Service Academy Gender Relations (SAGR) survey for one-year follow-up on CHiPS will have data, including success of the HRT program. Ms. Hoppin noted it is helpful to provide the narrative behind data points. Gen Rice stressed the need for a data chart showing what is within USAFA control (cadet-on-cadet incidents). Rep Bacon highlighted the need to educate cadets on the off-campus risks based on the number of incidents occurring off-campus. Mr. Campos asked if USAFA is following the recommendations of Dr. Galbreath. Dr. Dickman confirmed USAFA is looking at the recommendations and has implemented or can explain why the recommendation is not workable at USAFA. She emphasized Dr. Galbreath highlighted the USAFA CHiPs program as the first to use a randomized control trial for all of SAPR and he applauded the HRT program as a promising practice at USAFA. Mr. Swezey applauded the tremendous progress USAFA has made in the SAPR process. He stressed the importance of continuing the HRT program and inquired how athletes perceived the training. Col Block stated feedback is very positive; HRT is successful among athletes due to the close-knit nature of teams with openness and wellness to discuss. She opined the same program would not work for the general cadet population. Ms. Cubero expressed appreciation for feedback on her April BoV questions. She applauded the focus on removing barriers to reporting and highlighted the need to put emphasis on encouraging victims to come forward. She stated she is still looking for metrics related to success of HRT and CHiPs programs. Lt Gen Silveria stressed the need for more time to analyze the programs

and to look at data over the lifetime of a cadet. Ms. Cubero asked about outcomes of the Pathways to Thriving Summit and expressed interest in a summary of actionable ideas and thoughts. Lt Gen Silveria stated the goal was to hear from as many survivors as possible, to make leadership accessible and to seek out actionable ideas. From the Summit, three independent working groups identified consistent themes: 1) education, hiring, and selection of AOCs and military trainers (reshaped hiring process to influence selections by Brig Gen Goodwin); 2) improvements to HAPS (the cadet bar) regarding reduced alcohol, better atmosphere; 3) cadet interest in having more data available; 4) more cadet access to HRT training; 5) more freedom for interaction in the dormitory; and 6) excusing self (victims) from SAPR training. Rep Bacon suggested USAFA use these subjects as public examples of what not to do. Lt Gen Silveria stated this approach has been used once already, where he informed the cadet wing of the circumstances of the case and the decision by the Secretary of the Air Force; he received great response from the cadets. Ms. Cubero inquired as to the status of the 33 cases being tracked last year and asked about the number of cases acquitted versus guilty outcomes. Ms. Dickman explained that adjudication can take time and several cases are not closed, but USAFA tracks case status, noting some of the events occurred before the cadet (victim) came to USAFA. Lt Gen Silveria noted he sits on a board of senior USAFA and cadet leadership and meticulously reviews each cadet case monthly. Ms. Cubero expressed surprise at the number of "repeat contact" among victims. Lt Gen Silveria acknowledged some are serial predators. Dr. Campbell highlighted the Callisto Project, a partnership with universities that provides a way to document experience in a secure environment with trend data showing victims are five times more likely to report; data also reflects 15% are repeat offenders. Dr. Campbell is hoping to use this technology at USAFA. Ms. Cubero expressed concern that 84% of victims that did not report the incident said they would not report again, and stressed the need to focus on encouraging reporting and building trust in the SAPR office's ability to handle the incident appropriately. Lt Gen Silveria acknowledged sexual assault is an underreported crime across universities and stressed the need to look at every option to make reporting easier and safer. Ms. Cubero suggested a Survivor Panel be on the agenda for the next meeting of the BoV at USAFA. Ms. Hoppin asked if the Board is satisfied with USAFA progress in addressing the root causes of sexual assault such that the Action Item from the last meeting could be closed. Ms. Cubero was satisfied but stressed her desire for metrics and how USAFA defines success in the programs being implemented although she understood it would take time to show positive results. Gen Rice stated the Board will continue to receive updates on the progress on this issue and acknowledged there is a deliberate process to conduct root cause analysis and USAFA has implemented strategies because of that analysis. He asked the Board members if the information presented by USAFA was sufficient to close this action item. The Board voted to close the action item. Gen Rice requested information on the measures USAFA put in place to ensure the SAPR Office does not fail again. Dr. Campbell stressed the level of DoD, Air Staff, and USAFA oversight far exceeds the previous level of oversight in an effort to address these failures. Lt Gen Silveria discussed the reorganization of the SAPR office and stressed the oversight responsibility of the USAFA leadership. Gen Rice acknowledged the success of the current leadership but questioned the USAFA's ability to institutionally ensure the next group of people sustain this current success. Lt Gen Silveria implemented Inspector General oversight locally and relies on DoD and Air Staff oversight. Mr. Campos asked if USAFA had looked at the services provided to the cadets. Lt Gen Silveria emphasized the need to continually improve on reporting options and highlighted Callisto as an example of a third-party reporting process that

allows cadets to use technology to report an incident rather than reporting through a face-to-face encounter. Ms. Colvin stressed the reorganization of the SARC office as well as the increased DoD oversight provides an additional layer of attention the victims were not previously receiving. Gen Rice requested USAFA provide a one-page report on the current institutional measures in place to provide oversight to the USAFA SAPR office. (See Action Items). Ms. Cubero requested an update on the “app” cadets can use to make a report. Lt Gen Silveria noted Callisto is a part of this solution, and stated USAFA is continually working to find a technology solution to provide an anonymous reporting solution.

CCLD Update: Col Anarumo stated CCLD is an integrated body to ensure everyone (i.e., cadets, faculty, staff) is moving towards the goal of developing character and leaders. He discussed CCLD reorganization and consolidation under the Superintendent. Mr. Swezey questioned the reorganization and removing the Commandant. Brig Gen Goodwin expressed her support for the reorganization and stressed that CCLD is integrated in all Mission Elements. Lt Gen Silveria stressed that character development belongs to the institution.

Admissions Update: Col Art Primus covered outreach and recruiting strategy, emphasizing competition with other universities and service academies that included a video scheduled for Fall release. Gen Rice asked if USAFA had considered what metrics they can use to track the success of the ad campaign, when the goal is recruiting individuals with certain attributes or character. Col Primus stated his office would look for ways they can measure success. Lt Gen Silveria expressed a need to wait until the Class of 2024 in-processes at USAFA to determine impact and Col Block mentioned the ad will run during football games. Mr. Swezey suggested making this a question during the congressional interview process. Lt Gen Silveria noted all of higher education is looking for ways to measure “determination and resiliency” in students. Col Primas discussed how USAFA is attempting to get diverse communities into the application process. Mr. Swezey suggested outreach as early as possible, possibly by the seventh grade. Col Primas stressed USAFA recruiters engage at every opportunity to spread the word, but can only deliberately target areas with standardized testing data, which typically occurs during high school. Ms. Hoppin suggested adding information to the USAFA admissions website on actions middle school students can take to improve admission chances as well as ways to make reaching them more accessible (mailing lists, summer programs, social media suggestions, etc.). Col Primas noted there is information on the Future Falcon program, but acknowledged the need to expand information with a middle school focus. Col Primas indicated recruiting efforts are yielding more qualified diversity applicants; 15% increase in qualified African American applicants. The Class of 2022 is the most diverse class USAFA has admitted. Ms. Cubero noted the Hispanic population is increasing in the U.S. and expressed concern that the USAFA admissions rate for Hispanics is only 9.9%. She asked about targeted recruiting efforts in Hispanic communities. Col Primas noted his recruiting team specifically targeted neighborhoods in the Los Angeles area during their recent trip and acknowledged the need for more bilingual recruiters. Ms. Cubero offered to make a virtual connection with Great Minds in STEM, based in LA, to increase recruiting opportunities, since they have various programs aimed at encouraging young Hispanics to enter STEM career fields. Gen Rice asked about potential pilot-qualified applicants versus the actual number selected for pilot training at graduation and whether it is an accurate determination of the ability to meet the pilot goal. Col Primas stated the goal was to admit 580 potential pilot qualified applicants; 515 were

admitted. Lt Gen Silveria stated USAFA is working with the Surgeon General (SG) community to review the applicant physical qualification process to get a more accurate determination of pilot qualification at admission. Mr. Hogue stated 80% of the Class of 2018 was pilot-qualified, 50% volunteered for rated and of that 50%, only 30% were medically qualified. Mr. Swezey asked for more information regarding the use of recent graduates participating in recruiting activities. Col Primas explained USAFA uses 15 recent graduates, who volunteer to remain at USAFA, to assist with recruiting efforts around the country, using language skills and connection to local communities. Lt Gen Silveria highlighted the use of a 17D (Cyberspace Operations) graduate to attend cyber competitions around the country to spread the word on Air Force opportunities in cyber; if successful, this initiative will expand to engineering events next year. Mr. Swezey asked about the future of the ALO program. Col Primas explained ALO roles/responsibilities are evolving to ensure objective evaluation of applicants. He stated the ALO is there to mentor applicants, talk about service, but often are too close to the applicant to make an objective evaluation. He noted the ALO is critical to the recruiting process and building relationships with schools and communities.

Athletic Update: Col Block discussed Athletic Director selection, Warrior games success and emphasized the way USAFA leverages athletic competitions for recruiting and outreach. Lt Gen Silveria requested Board support regarding full funding for the Athletic Department, noting the Athletic Department is traditionally funded at 75% of requirement. He noted only five sports receive support from the AFAAC. Col Block emphasized the importance of culture and setting expectations.

Action Items: The Board Executive Secretary briefed action items from this meeting (Atch 4).

Closing Comments: Lt Gen Silveria and Brig Gen Armacost thanked Ms. Hoppin for her participation on the Board and asked the Board to thank Gen (Ret) Fedder (not in attendance) for her service to the Board. Gen Rice expressed appreciation for Ms. Hoppin's work and wished her continued success. He noted the next Board meeting is scheduled for November in Washington D.C. where the Board will start to finalize the annual report. Details of the next Board meeting will be published in the Federal Register. He thanked Academy staff for taking time to meet with the Board, noted the very busy summer the Academy has had and expressed an appreciation for the invaluable dialogue between the Academy and the Board.

Public Comment: The DFO addressed one incoming request from USAFA women that included a question regarding Root Cause analysis and a resubmission of a question from Ms. Smith (Atch 5). Ms. Smith's question was addressed by the BoV Chair at the April 25, 2018 meeting as reflected in the April 25, 2018 minutes. The root cause question was covered in this BoV meeting, July 27, 2018. The DFO opened the floor for comments; there was no request for public comment.

Adjournment: The DFO adjourned the meeting at 3:00 p.m.

I certify that, to the best of my knowledge, the foregoing minutes are accurate and complete.



ANGELA K. CALTAGIRONE, Lt Col, USAF
Executive Secretary



EDWARD A. RICE, JR.
Chair, USAFA Board of Visitors

Attachments:

1. Action Item_BoVApr18_Closed_BoVJul18_CoastGuardReport
2. Action Item_BoVApr18_Closed_BoVJul18_SecAF_Request_2017
3. Attendees
4. Action Items_BoV_July_27_2018
5. Questions for Board

Attachment 1 - USAFA BoV Meeting Minutes (July 27, 2018)

USAFA BoV Meeting (April 25, 2018): Action Item – Completion

Date Provided to BoV: 20 July 2018

Action Item Closed: BoV Meeting (July 27, 2018)

California/Coast Guard report (Ms. Hoppin request)

Response: Hyperlink to 119-page report:

Caution-<https://cue.usc.edu/publications/briefs-reports-papers/>

Center for Urban Education at the University of Southern California's
publications/reports repository: The U. S. Coast Guard Academy 2017
Vital Signs Report.

Hanson, D. & Bensimon, E. M.

Los Angeles: Center for Urban Education, Rossier School
of Education, University of Southern California.

SECAF TASKER: Improving USAFA Faculty Quality

Purpose:

Articulate recommendations to the Secretary and Chief of Staff of the Air Force for ensuring faculty quality and stability at the United States Air Force Academy.

Desired State:

The United States Air Force Academy is able to attract, employ, develop, and retain high quality faculty who leverage top-tier educational experiences plus operational relevancy to provide an elite undergraduate education that ensures Academy graduates are prepared to lead in an increasingly complex profession of arms.

General McDermott expected this desired state when first selecting his faculty for the newly formed Academy 60 years ago. His vision was to create a new sub-profession, within the profession of arms, which would prepare young, creative, tough-minded leaders for strategic employment of air power. This “Airman-Scholar” sub-profession originally consisted of high-quality academics with deep operational experience that was valued and leveraged by the greater Air Force; unfortunately, this concept and the value ascribed to it has atrophied.

Challenges and Opportunities:

A number of challenges prevent the Air Force (and USAFA) from realizing the full potential of the Airman-Scholar concept. Most notably, USAFA does not compete well against career field constraints when securing release of military officers to pursue advanced academic degrees and to later serve as faculty. Additionally, Air Force talent management does not maximize return on investment of competitively selected advanced academic degree personnel. Further, statutes and regulations that govern our business processes limit the ability of USAFA to operate like typical universities.

Reinvigorating an Airman-Scholar sub-profession provides numerous benefits not only to Academy graduates but also to the Air Force at-large. It will ensure the Academy successfully competes with elite undergraduate programs (to include our service academy peers) for top talent and subsequently delivers high-quality second lieutenants prepared for the complexities of tomorrow’s fight. Moreover, similar to West Point’s Lincoln Brigade,¹ an Airman-Scholar sub-profession becomes an elite talent pool that can help the Air Force tackle its toughest problems through research and scholarship, and serve as a beneficial developmental path for

1. The “Lincoln Brigade” was formed by Brig Gen George “Abe” Lincoln, a Rhodes Scholar from USMA’s class of 1929. As Department Head for Social Sciences, he recruited some of the best and brightest young officers in the Army, sending them to top graduate schools, and promoting their careers in both the Army and throughout the US government.

future senior leaders. Further, a high-quality cadre of Airmen-Scholars will help reestablish the importance of a highly-educated officer corps to today's (and tomorrow's) Air Force.

Proposal:

To realize McDermott's concept of the Airman-Scholar sub-profession for the Air Force, we propose a *cradle-to-grave developmental arc for building a specialized cadre*. Initiatives to ensure quality and stability for the faculty are reflected in the attached matrix and fall into four major categories:

1. *Elevate Faculty Accessions*: The first step in the developmental arc is accessing quality officers into the Airman-Scholar sub-profession by attracting and retaining highly credentialed officers.
2. *Improve Return on Investment for Advanced Academic Degrees*: After investing in an officer's advanced academic degree, the Air Force must obtain proper return on that investment by ensuring appropriate active duty service commitments and by releasing officers from career fields for faculty duty.
3. *Promote Agile and Innovative Research and Education*: Once on faculty, Airmen-Scholars must remain on the leading edge of their disciplinary specialty through research and scholarship in a modern and innovative culture.
4. *Conduct Talent Management of Military PhDs across the Air Force*: Through central development and management of PhD Airmen-Scholars, the Air Force can fully capitalize on its investment and leverage a core intellectual cadre.

In the pages that follow, we describe a number of initiatives under each of these four major categories, which are essential to building an Airman-Scholar sub-profession. Next to each initiative, we also suggest where the change is required and the anticipated level at which each change needs to occur. We believe the initiatives with the potential for greatest impact in promoting faculty quality, increasing faculty stability, and providing greater benefits to the AF mission are the following (in priority order):

- Create a **dedicated PhD talent management office** to manage all PhD personnel. This Air Staff level office would create and manage PhD billets to ensure career progression, retention, and return on investment. This office would also leverage a Developmental Team charged with the responsibility to ensure career progression and appropriate assignments and deployments that capitalize on specific skill sets of PhD officers. The Developmental Team should be comprised of senior leaders from Air Education and Training Command, Air Force Research Laboratory, and the Air Force Academy. This may mean, over the long term, a new Air Force Specialty Code and promotion board for a PhD force. It is time our Air Force *explicitly* value PhD contributions, ensure personnel releases for PhD assignments, and intentionally develop Airmen-Scholars.

- Require **career field release of quality officers for faculty duty**. Developing superior faculty begins with the investment of talented personnel into the Airmen-Scholar pipeline. Let's ensure career field release of top-tier officers for advanced academic degrees and follow-on faculty service by making USAFA a priority to staff and by approving USAFA Permanent Professors to sit on career-field Developmental Teams.
- And then let's keep those we develop longer. We need to improve Air Force return-on-investment for specific personnel attending advanced academic degree programs by **increasing service commitments for degrees and making the Academy Superintendent the waiver authority for faculty payback tours**. Additionally, officers who earn a National Competitive Scholarship should be required to serve on faculty.
- Finally, we need relief from a bureaucratic structure that supports a military unit not a college. One way we can improve the capability of USAFA to operate as a top-tier university is by **creating an Academic state-chartered non-profit organization to improve research and faculty support**. Such an entity would enable USAFA faculty operational flexibility for executing research grants, maintaining intellectual property, and developing research partnerships using business-based systems and processes. A non-profit operating structure will promote continued development of talented faculty while simultaneously supporting our Air Force at many levels.

There was a time when a larger Air Force staffed its premier institution of higher learning with the very best. Our responsibility is to continue to do so and to provide a curriculum which infuses rigor by way of faculty members who are groomed and valued by our Air Force in light of the extraordinary work they do with our next generation of leaders—for our Air Force. It is time then our Air Force culture embrace an academic and intellectual prowess—this means we can no longer succumb to ubiquitous “career field needs” which leave USAFA faculty last; rather, we must rise to a new level of importance.

Therefore, in addition to these initiatives, USAFA itself must evolve to ensure it continues to be an innovative and modern institution able to attract top notch faculty and cadets. Toward this end, we will examine further initiatives regarding our curriculum, training, athletics, flying program, and environment. These efforts will explore fundamental assumptions of our Academy in order to craft a roadmap that ensures USAFA's ability to produce leaders of character for the joint fight and modern profession of arms. This includes our continued examination of the core curriculum and existing majors, the duration of the program and degrees conferred, and admissions criteria and priorities. Critical self-assessment is a hallmark of any great organization, and USAFA is no different. As we continue to find ways to improve, we must link our decisions to Air Force requirements. Finally, as the Air Force's Academy, we will work with the Air Staff, the Air Force Personnel Center, and other Air Force education and training organizations to present holistic solutions that will move the Air Force forward.

USAFA Faculty Quality & Stability Initiatives

1. Elevate Faculty Accessions	
<p><i>Justification:</i> Attracting and retaining highly credentialed and qualified military and civilians is a must to exist as a college. A strong faculty is essential to meet accreditation demands, to be recognized as a nationally-ranked institution of higher learning, and to ensure the Academy's mission to build leaders of character for the nation. USAFA's Faculty Pipeline is dependent on Student Man Year graduate school billets and on career field development teams prioritizing faculty tours for competitive officers to ensure Advanced Academic Degree payback. Previous attempts to improve faculty quality and stability, namely the Senior Military Faculty and Distinguished Visiting Professors programs, have proven ineffective. Additionally, recruitment of broad and diverse civilian faculty is hampered by antiquated hiring processes and lack of any maternity leave program. We need an array of targeted initiatives which stabilize the faculty pipeline and raise the priority for faculty placement so our Air Force can enable appropriate accessions of Airman-Scholars.</p>	
<i>Initiative</i>	<i>Change Required</i>
Add USAFA to the guidance for an Air Force-wide Non-Rated Prioritization Plan. Currently, no incentive or forcing mechanism exists at Air Force Personnel Center to ensure USAFA faculty positions and Advanced Academic Degree programs are filled to appropriate and required levels across academic disciplines	Policy
Enable faculty and Advanced Academic Degree Program applications to come directly to USAFA for vetting, prioritization and selection (currently screening done at Air Force Personnel Center)	Policy
Create an Intermediate Developmental Education program for selected officers to earn a Master's degree and serve as faculty	Policy
Improve Air Force support for diverse/top-tier Advanced Academic Degree programs <ul style="list-style-type: none"> - Increase tuition cap for civilian Master/PhD programs from 19K/year to 40k/year (with inflation increases as needed); - Promote increased opportunities to attend civilian institutions in order to expand diversity of degrees 	POM Policy
Incentivize top talent officers to pursue significant Advanced Academic Degree programs <ul style="list-style-type: none"> - Unmask advanced degrees from officer promotion records - Provide SECAF promotion board guidance to recognize and reward Advanced Academic Degree graduates and faculty tours 	Policy Policy
Modernize civilian hiring processes <ul style="list-style-type: none"> - Provide USAFA direct hiring authority that allows hiring beyond USA Jobs (similar to the Defense Innovation Unit, Experimental (DIUx)) - Enable electronic applications for civilian faculty hiring - Allow faculty to co-screen civilian hires 	Policy (<i>in progress</i>) Policy Policy
Create a vehicle for DoD Science, Mathematics and Research for Transformation (SMART) accessions to serve on faculty	Policy
Extend funding authorizations to cover traditional expenses (such as housing) for Distinguished Visiting Professors	Policy
Advocate for the creation of civilian maternity leave program	Statutory

2. Improve Return on Investment for AF Advanced Academic Degrees	
<p><i>Justification:</i> The Air Force does not see adequate return on its investment in higher education. Broadly speaking, beyond a single payback tour (which sometimes doesn't occur), advanced degreed personnel are often not managed any differently from their peers. This means the Air Force misses opportunities to leverage expertise. The Air Force should adopt the School of Advanced Air and Space Studies model where graduates receive "special handling" throughout the remainder of their careers. (See Section 4 for analogous talent management recommendations for Airmen with PhDs.)</p> <p>Specific to the academic mission, inadequate return on investment occurs when Faculty Pipeline sponsored personnel are not released by career fields for faculty duty and/or are able to separate/retire prior to serving a full payback tour. Both issues have quality implications for Academy faculty: limiting the diversity of career field representation, wasting resources that could have been used on someone else, and putting the Academy in the mode of constantly training novice instructors. The recommendations below increase the return on investment in personnel sponsored by educational programs for Faculty Pipeline, the Graduate Scholarship Program, and the National Competitive Scholarship Program.</p>	
<i>Initiative</i>	<i>Change Required</i>
<p>Strengthen controls for Faculty Pipeline educational program (to include Graduate Scholarship Program and National Competitive Scholarship Program) Active Duty Service Commitments:</p> <ul style="list-style-type: none"> - Eliminate service commitment payback caps for Master's degree (currently 3 years); instead compute service commitment payback requirements using the "three times the length of the period of the education" standard in 10 USC § 2603 - Increase payback cap for doctoral degree from 5 years to 6 years (coupled with talent management program in Section 4 to promote proper utilization of PhD Airmen) 	Policy (AFI 36-2107, Table 1.2, line 19)
<p>Strengthen controls to enforce release of Faculty Pipeline (to include Graduate Scholarship Program and National Competitive Scholarship Program) personnel to their faculty tours:</p> <ul style="list-style-type: none"> - Require career field/assignment teams to release Faculty Pipeline personnel to serve their faculty payback tour no later than the second assignment after degree program completion - Establish the AF Academy Superintendent as the waiver authority for the preceding requirement 	Policy
Extend faculty tour lengths (via the Assignment Availability Code 50 Date) on a one-to-one basis for any faculty member time lost to deployments or other extended, non-academic temporary duty	Policy
Classify National Competitive Scholarship Program recipients for faculty payback; specifically, require recipients to teach at an Air Force educational institution (e.g., Air Force Academy, Air Force Institute of Technology, Air University)	Policy
Exempt from any Reduction in Force those attending Advanced Academic Degree programs and/or those who have not completed their payback tour(s). In other words, do not waive Active Duty Service Commitments for those who have participated in Advanced Academic Degree Programs	Policy

3. Promote Agile and Innovative Research and Education

Justification: Each year USAFA faculty members execute over \$40M in research funds and \$1.5M in gift funds. In comparison, Stanford University executes \$3M in undergraduate research. These funds make it possible for faculty and cadets to engage in cutting edge research (e.g., a hypersonics research center starting fall 2018, autonomous system swarming designs, FalconSat) and to compete around the globe (e.g., Cyber 9/12 Challenge, Forensics, and International Humanitarian Law competitions). This research, along with a more specialized core curriculum, promotes deeper learning and reflection in our cadets and is recognized as a high-impact educational practice.

Despite pursuing these and other educational best practices across the curriculum, Academy faculty has only 4 current billets for educational administrative staff across 20 departments and 27 majors. This lack of appropriate administrative support coupled with significant layers of regulatory restrictions in executing research and gift funds slows educational innovation and scholarship. Administrative burdens pull faculty away from the actual research and engagement with cadets; instead, faculty are consumed by duties that, at other colleges, either would not exist (due to differences in fiscal law) or would be handled by appropriate-sized administrative assistance.

To maximize innovative research and education, we recommend a reinstatement of administrative support positions and the creation of a state-chartered non-profit entity specifically for USAFA research. Additionally, USAFA is working with the USAFA Endowment to establish additional endowed chair positions which will elevate our academic distinction and deepen our commitment to cutting edge research and scholarship. Finally, USAFA can improve faculty diversity by partnering with the Office of Personnel Management to widen the programmatic and fiscal aperture of the Distinguished Visiting Professor program.

<i>Initiative</i>	<i>Change Required</i>
Create a state-chartered non-profit organization (similar to Athletic Department's Air Force Academy Athletic Corporation) to handle research dollars and support academic research	Statutory
Create a special status for USAFA 501(c)(3) organizations (e.g., USAFA Endowment, Falcon Foundation) to reduce legal hurdles to cooperation	Statutory
Reinstate academic support personnel (e.g., academic admin support, education technicians) of 1 per department/faculty office	POM
Create new classification and pay structure for civilian hiring of non-teaching educational staff (necessary to ensure educational experience for academic support personnel)	Policy
Promote and secure additional Endowed Chairs through USAFA comprehensive campaign	Resourcing (<i>in progress</i>)
Support military and civilian faculty sabbaticals with Tier I schools and prestigious labs with cooperative funding arrangements	Policy
Expand support for military and civilian faculty to attend shorter academic development programs, such as Harvard Institutes for Higher Education	Resourcing
Broaden scope of Distinguished Visiting Professor program to include hiring of Post-Doc faculty by allowing payment to individuals not just institutions	Policy

4. Conduct Dedicated Talent Management of PhDs across the AF	
<p><i>Justification:</i> The Air Force makes a significant investment in accessing or developing Airmen with PhDs (both military and civilian). Yet this resource is not centrally developed and managed to deliver results to the AF enterprise. With focused talent management, the Air Force could capitalize on in-house expertise and obtain appropriate return on investment for sponsorship of PhDs. Such talent management would enable tailored deployments, specific PhD billets, deliberate oversight of developmental paths, and career incentives for a core intellectual cadre. Over time, this approach will cement the establishment of an Airman-Scholar sub-profession that will enable the Air Force to meet the challenges of tomorrow’s fight.</p>	
<i>Initiative</i>	<i>Change Required</i>
<p>Create “PhD Talent Management Office” and Development Team for officers & civilians with PhDs</p> <ul style="list-style-type: none"> - Create core cadre of Airmen with PhDs to provide support to the Air Force enterprise - Designate specific deployment/staff opportunities that require advanced academic degrees - Empower PhD Development Team to manage PhD assignments and career development – PhDs in PhD billets, unless waived by the Development Team - Allow officer PhDs who are promoted to O-6 to be removed from AF end-strength numbers. This cadre of O-6 PhDs can remain on faculty/active duty across USAF past 30 years with continued demonstration of excellence - Allow a select group of O-5s with PhDs on faculty to serve beyond 28 years of service in order to retain their academic contributions - <i>Long Term:</i> Create specific Air Force Specialty Code (AFSC) for PhD holders and separate promotion board for talent management 	<p>Policy</p> <p>Policy</p> <p>Policy</p> <p>Policy</p> <p>Statutory</p> <p>Statutory</p> <p>Policy</p>
<p>Ensure USAFA Permanent Professors to sit on AF career field Development Teams (to include intelligence, maintenance, personnel, cyber operations)</p>	<p>Policy</p>
<p>Approve USAFA Permanent Professors to sit on Promotion Boards</p>	<p>Statutory (10 USC § 612)</p>
<p>Examine tenure track for civilian faculty</p>	<p>Policy</p>

Attachment 3: Attendees (USAFA BoV Meeting – July 27, 2018 Minutes)

BoV members present:

Gen (Ret) Ed Rice (Chair)
Ms Sue Hoppin (Vice Chair)
Congressman Don Bacon
Congressman Doug Lamborn
Mr. Roel Campos
Lt Col (Ret) Bruce Swezey
Mr. Linda Cubero

Others present for all or a portion of the meeting were:

Air Force Senior Staff:

Mr. Jeff Mayo, SAF/MRM, Deputy Assistant Secretary (Force Management & Integration)
Ms. Jean Love, SAF/MRM, BoV Designated Federal Officer (DFO)
Mr. Dan Anderson, SAF/MRM, Assistant Deputy, Officer Accessions and USAFA Affairs

USAFA Senior Staff:

Lt Gen Jay Silveria, Superintendent
Brig Gen Kristin Goodwin, Commandant of Cadets
Brig Gen Andy Armacost, Dean of the Faculty
Col Houston Cantwell, Vice Superintendent
Col Jen Block, Interim Director of Athletics
Col Arthur Primas, Director of Admissions
Col Mark Anarumo, Director, Center for Character and Leadership Development
Col Timothy Thurston, Preparatory School Commander
CMSgt Rob Boyer, Command Chief
Ms. Gail Colvin, Director of Staff
Dr. Trevin Campbell, SAPR Program Manager
Ms. Kimberly Tebrugge, Director of Strategic Communications
Mr. Dale Hogue, Director, Manpower and Personnel

BoV Executive Secretary:

Lt Col Angela Caltagirone, AF/A1PT

Other Attendees:

Staffer Nicole Frazier (Senator Gardner)
Staffer David Williams (Senator Udall)
Staffer Dale Anderson (Congressman Lamborn)
Staffer Andrew Braun (Congressman Lamborn)
Col Thomas Rogers, USAFA Staff Judge Advocate

Col Shawn Campbell, 10th Air Base Wing Commander
Col Will Clark
Col John Garver
Lt Col Charles Toth, SAF/LL, Chief, Medical, Religious, and USAFA Programs and Legislation
Lt Col D'Anne Spence, USAFA National Capital Region Liaison
Lt Col Chris Carroll
Lt Col Tracy Bunko
Lt Col Jeremy Lushnat
Lt Col Chris McClernon
Lt Col Steve Marshall, Instructor of History
Maj Chris Hergenreter, USAFA CAG
Maj Dom Easton
Capt Lauren Sahagun, USAFA CAG
Capt Jeff Harshorn
Dr. Kimberly Dickman, USAFA SAPR Program Analyst
Ms. Nicole Cox
Mr. Carlos Cruz-Gonzalez
Ms Leslie Forrester
Ms. Christine Lane
Ms. Yvonne Roland
Mr. Meade Warthen
Mr. Bob Williams (AF/JAA for SAF/GC)
Ms. Kelly Timmons, USAFA Women
Ms. Kate Smith, USAFA Women
Ms. Bonnie Houchen, USAFA Women
Ms. Jeanne Muetzel, USAFA Women
Ms. Marty Brodzik, USAFA Women
Mr. Tom Roder, Colorado Springs Gazette

Attachment 4: Action Items (USAFA BoV Meeting – July 27, 2018 Minutes)

Action Item 1: USAFA to provide BoV proposed NDAA language regarding USAFA's ability to engage with Non-Federal Entities (NFEs). The BoV will provide the proposed language to the House and Senate.

OPR: SAF/LL, SAF/MRM, USAFA – 2 weeks

Action Item 2: 10th ABW to review infrastructure projects for potential cost savings through use of substitute materials and engage the State Historic Preservation Office to determine willingness to support substitute materials.

OPR: USAFA, 10 ABW – 30 days

Action Item 3: USAFA to consult the Department of Veterans Affairs to determine if cadets are covered under the new Veterans Health Administration (VHA) Directive 1115, *Military Sexual Trauma (MST) Program*, approved on May 8, 2018. Follow up; Rep Bacon to ensure this is set in policy.

OPR: SAF/MRM, SAF/LL, USAFA – 2 weeks

Action Item 4: USAFA to provide proposed language for the BoV related to funding streams for various SAPR programs to include the Cadet Healthy Interpersonal Skill (CHiPs) program. (Language) - Review at next BOV meeting.

OPR: USAFA - 30 days

Action Item 5: USAFA to provide metrics on the Cadet Healthy Interpersonal Skill (CHiPs) program to measure success.

USAFA SAPR office - 30 days

Action Item 6: USAFA to provide point paper on information technology (IT) infrastructure (bandwidth) issues, way forward on improvements, and uses for effective teaching.

OPR: USAFA - 2 weeks

Action Item 7: USAFA to provide point paper on institutional oversight measures applicable to the SAPR office.

OPR: USAFA - 30 days

Attachment 5 – Questions for Board (USAFA BoV Meeting Minutes – July 27, 2018)

Pursuant to 41 CFR 102-3.105(j) and 102-3.140 and section 10(a)(3) of the Federal Advisory Committee Act, the group USAFA Women submits a question pertaining to the topics “social climate” and “morale & discipline” that will be addressed during the public portion of the BoV meeting on Friday July 27, 2018.

During the House Armed Services Committee hearing in May 2017, Rep Martha McSally, who is a member of this Board, indicated the importance of conducting a Root Cause Analysis to determine the cause of sexual assault, harassment and retaliation at USAFA. If funding hasn't already been allocated, has USAFA initiated the process for gaining financial support for that Root Cause Analysis?

RESUBMISSION OF PREVIOUS QUESTION FROM APRIL, 2018

The Panel To Review Sexual Misconduct Allegations at the United States Air Force Academy (also known as the “Fowler Commission”) released a report that included recommendations to be implemented regarding sexual assault, sexual harassment, and violence. Various Department of Defense Inspector General Reports have offered other recommendations. What analysis and measurement has been done by the United State Air Force Academy (“USAFA”) as to the effectiveness of the programs that were implemented as a result of these recommendations. Were all suggestions implemented? Are the programs still in existence? Why or why not?

Kathryn L. Smith

Director, Monitoring
USAFA Women

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