

MINUTES OF THE REGULAR MEETING

OF THE

BOARD OF VISITORS

UNITED STATES AIR FORCE ACADEMY

26-27 February 2010

**Approved by the
USAFA BOARD OF VISITORS**

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**MINUTES OF THE REGULAR MEETING
BOARD OF VISITORS (BoV)**

UNITED STATES AIR FORCE ACADEMY (USAFA)

The chairman opened the meeting of the USAFA Board of Visitors at 1300 on Friday, 26 February 2010 and the meeting continued on Saturday, 27 February 2010 at 0700 through 1440.

ATTENDANCE

MEMBERS PRESENT:

Mr. Charles García (Chair)
Mr. A.J. Scribante (Vice Chair)
Representative Loretta Sanchez (D-CA)
Representative Doug Lamborn (R-CO)
Representative Jared Polis (D-CO)
Honorable Robin Hayes
Ambassador Susan Schwab
Mr. Terry Isaacson
Ms. Susan Ross
Dr. Richard Tubb

MEMBERS ABSENT:

Senator Bob Bennett (R-UT)
Senator James Inhofe (R-OK)
Senator Ben Nelson (D-NE)
Representative Niki Tsongas (D-MA)

AIR FORCE SENIOR STAFF:

Honorable Daniel Ginsberg, Assistant Secretary of the Air Force for Manpower and Reserve Affairs
Mr. Dave French, USAFA BoV, Designated Federal Official (DFO)

USAFA SENIOR STAFF:

Lt Gen Michael Gould, Superintendent
Brig Gen Dana Born, Dean of the Faculty
Col Gail Colvin, Vice Commandant of Cadets, Climate and Culture
Col Michael Therianos, Director of Plans and Programs

BoV EXECUTIVE SECRETARY:

Col Vic Sowers (AF/A1DO)
Lt Col Shawn Mann (AF/A1DOA)

26 February 2010

Opening Comments

Mr. Garcia, the Chairman, opened the meeting with introduction of attendees. Members were released to meet with their subcommittees. Upon conclusion of the meetings, briefings were presented in the main room before adjourning to participate in Cadet Focus Groups (closed session).

Congressional Low Nomination Districts

Mr. J. D. Dalhlmann presented a briefing/discussion on the unique demographic challenges each Congressional district faces. In order to resolve some of the problems associated with low nomination districts, efforts focused on training and elevating awareness amongst Congressional staffers to support completion of nomination packages. Knowledge, best-practices, and subject matter experts were suggested as effective means for support. Initial efforts were directed at assisting congressional staffers; however, a more in-depth discussion identified the issue as being more complex. Potential solutions offered focused on expanding out-reach efforts to educational institutions and professional organizations. Another push emphasized the need for transparency to elevate accountability and shift from a reactive posture to a proactive one.

The Honor Code

Mr. Tom Berry spoke to the Board about the Honor Code. He provided a brief historical overview that dated back to the origins of the Air Force Academy in 1955. Originally, the code focused on “we don’t lie, we don’t steal, we don’t cheat, and we don’t let other people do it”. After a while, the second line was adopted, “Furthermore, I resolve to do my duty and live honorably, so help me God”. As the code evolved, so did its application and meaning. A second chance (discretion) was afforded those who demonstrated a basic level of character. This assumed the usage of honor boards and honor probation. Recommendations moved through the chain of command. At any point, a cadet could be granted a second chance although presumptive disenrollment is still the norm when a cadet is found guilty. Only the Superintendent has the authority to disenroll a cadet; yet, it is the process and cumulative inputs that are weighed before a decision is rendered.

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The meeting resumed at Harmon Hall. Congresswoman Tsongas attended telephonically as did Congressman Polis later in the day.

Introduction

Mr. Garcia introduced Lieutenant General Gould who introduced his staff. Dates for the next Board of Visitors meeting were discussed and approved (13 May, Washington D.C. and 23-24 July back at the Academy). The agenda for the day was reviewed and then members transitioned into Subcommittee updates.

Admissions and Graduation (Mr. A. J. Scribante)

Mr. Jones and Dr. Purcell gave an overview of the class of 2014. Admissions have increased. The quality of candidates has improved. Dr. Tubb discussed the outcomes of the Character Assessment Tool briefing. Limited preliminary data has been gathered; findings and development were contingent upon additional meetings amongst scientist, Gallup, and senior leaders. These meetings would define the way ahead.

Character and Leadership (Mr. Terry Isaacson)

The discussion about the subcommittee's charter and goals evolved into a mission statement about character and leadership. Mr. Isaacson proposed a reframe of current language to include honor, ethics, and respect for human dignity. Concerns were voiced that it might negate some of the specific language that had historical precedence. Members were asked to consider why tolerance and cynicism were valued. Dr. Tubb redirected the discussion to consider intent—why was behavior modification (reactive) used in contrast to a philosophy-oriented approach (proactive). Second, he encouraged members to consider an inclusive versus limiting mindset. Dr. Tubb suggested that it may be beneficial to review the mission statements of the individual subcommittees.

Academic and Course of Instruction (Ms. Sue Ross)

The presentation focused on meaningful research, academic freedom, post graduate programs, congressional nominations, and strategic planning as it pertained to diversity and the character and leadership programs.

Research was cited as being meaningful because students pursue projects that explore real issues and serve real customers. She emphasized that efforts produced tangible results. In contrast, some faculty members are frustrated by limitations associated with academic freedom. Approval processes were reviewed for efficiencies to streamline or eliminate potential obstacles associated with research in government programs.

Ms. Ross reported that members hoped the RAND study will provide additional insights in USAFA's post graduate studies program.

The bulk of the report focused on programming, planning, and budgeting to establish viable programs that address diversity. The Academy Diversity Plan was not fully funded during the

FY11 POM cycles. The status of the FY12 POM cycle was not discussed because it is still pre-decisional, and not appropriate for BoV involvement. Congresswoman Sanchez offered that it would be beneficial to communicate these concerns through a political process. She requested the BoV Chair write a letter that identified specific needs and stated how potential support could assist with reaching underrepresented groups in low nomination congressional districts. The intent of the letter would be to bolster a diversity program that was comprehensive, a blend of recruiting, retention, and cultural awareness to support an agile force capable of service in any situation.

Later, Ms. Ross spoke about an issue that was not discussed during the initial report. She voiced concern about permanent professors being disqualified from service as Commanders as is dictated by Title 10 as well as statutory and regulatory guidance. She stated, the member may be qualified and have past experience as a Commander, but still cannot serve as a commander during a deployment because of his or her appointment as a permanent professor.. It was proposed that the BoV Chair write a letter to challenge this limitation. The primary intent was to identify how this legislation negatively impacts the professional development of permanent professors. Dr. Tubb added that a BoV letter needs to clearly identify the issue as it pertained to the USAFA mission.

Infrastructure and Resources (Mr. Robin Hayes)

Mr. Hayes stated many issues surround the renovation and development of the U.S. Air Force Academy campus. He identified that some solutions focused on energy efficiencies that will generate long term savings. He also stated that other innovations were the result of lessons learned. Each contributed to significant cost savings. One notable solution was associated with the repair of the chapel. It seems an experimental process may be able to be used to repair the spires. It would reduce costs by more than half, \$13M vs. \$32M. It was cited that money seems to be available for the "Fix USAFA" projects as well as the Center for Character and Leadership Development (CCLD). However, efforts associated with the CCLD needed to be pursued until the completion of the project.

Superintendent's Update

Lieutenant General Gould provided an extensive overview of metrics and how USAFA defines success. A number of problems emanated from January 2003. As a result of sexual assault and religious issues, the Secretary of the Air force requested a better process for communication and assessment. This focus was highlighted in the Fowler Commission, Josephson Institute, and the Larson report, among others. It covered a broad range of issues that seemed linked to character development. AFI 36-3501 and AFI 36-3502 were developed and implemented to help the institution comply with prescribed requirements. Gen Gould cited internal and external measures that are linked with oversight and program successes.

USAFA BOV Bylaws

Lt Gen Gould followed up on a written report to the BoV and discussed the bylaws as they pertained to a strategic plan and codified qualities that characterize institutional effectiveness. He stated that these become overarching goals that become a source for institutional effectiveness indicators. This was integrated across a broad spectrum of mission elements that assessed and directed USAFA through objective measures that promoted success.

USAFA Cadet Research

Col Rob Fredell spoke to the BoV about research programs/development. He stated that research is normally conducted by graduate students. However, USAFA is unique because undergraduate cadets conduct research, because USAFA has access to many resources. It has been determined these research programs inspire great learning, attract the best faculty, and produce tangible results. Notable programs discussed were the net-zero renewable energy projects at the Academy as well as the FalconSat program which focuses on designing, building, launching, flying, and operating small satellites. Finally, it was noted that research played a critical role in developing an assessment tool to help propagate language and cultural advances.

Unmanned Ariel Systems (UAS) and Remotely Piloted Aircraft (RPA) Programs

Col. Dean Bushy and Dr. Daniel Pack stated that the UAS/RPA program is in its developmental stages. The curriculum is continually updated to capture the unique requirements of unmanned systems, band width, and satellites. Cadets who took the general orientation courses and did well are encouraged to pursue advance training. Four hundred cadets are scheduled for training each year. During the briefing, it was stated that UAS/RPA operators face multiple challenges. USAFA is focusing on developing key partnerships to sustain the program until it transitions to the Air Education Training Command.

Association of Graduates (AOG) and USAFA Endowment (UE) Updates

Mr. Pete Thompson and Dr. Rokke discussed the recent changes amongst the two non-profit organizations that support USAFA. The two organizations crafted and signed a Memorandum of Agreement enabling them to build a good relationship between the organizations, and combine their efforts in assisting the Academy in the areas of fund-raising and friend-raising. All financial donations are used according to the designation of the donor. The organizations raised enough funds to help the Academy initiate building an indoor training facility. Endowments and gifts have enhanced the quality of the Air Force Academy.. Research revealed a number of best practices at West Point and the Naval Academy. These insights were reviewed to determine how they might strengthen Academy initiatives.

The Meeting Adjourned at 1430

Summary of Follow-on Actions

1. A motion was proposed and accepted for the BoV Chair to sign a letter to identify diversity requirements which support the USAFA Diversity Plan, 2009. The letter will be vetted through the appropriate channels to gain support.
2. A motion was proposed and accepted for the BoV Chair to sign a letter to advocate for legislative changes to permanent professors to hold command positions while deployed.



SHAWN W. MANN, Lt Col, USAFA
Executive Secretary

APPROVED: 28 April 2010



CHARLES P. GARCIA
Chairman, USAFA Academy Board of Visitors