

**MINUTES OF THE REGULAR MEETING**

**OF THE**

**BOARD OF VISITORS**

**UNITED STATES AIR FORCE ACADEMY**

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**13 May 2010**

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**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 0730 on Thursday, 13 May 2010 and the meeting was adjourned at 1430 in the afternoon.

**ATTENDANCE**

**MEMBERS PRESENT:**

Mr. Charles García (Chair)  
Mr. A.J. Scribante (Vice Chair)  
Representative Loretta Sanchez (D-CA)  
Representative Doug Lamborn (R-CO)  
Senator Ben Nelson (D-NE)  
Representative Niki Tsongas (D-MA)  
Senator Bob Bennett (R-UT)  
Ambassador Susan Schwab  
Mr. Terry Isaacson  
Ms. Susan Ross  
Dr. Richard Tubb  
Representative Jared Polis (D-CO)  
Senator James Inhofe (R-OK)

**MEMBERS ABSENT:**

Honorable Robin Hayes

**AIR FORCE SENIOR STAFF:**

Honorable Michael B. Donley, Secretary of the Air Force  
Honorable Daniel Ginsberg, Assist Secretary of the Air Force for Manpower and Reserve Affairs  
General Carroll Chandler, Vice Chief of Staff of the Air Force  
Ms. Barbara Barger, SES, Deputy Director, Force Development DCS, Manpower, Personnel and Services  
Mr. Dave French, USAFA BoV, Designated Federal Official (DFO)

**USAFA SENIOR STAFF:**

Lt Gen Michael Gould, Superintendent  
Brig Gen Samuel Cox, Commandant of Cadets  
Brig Gen Dana Born, Dean of the Faculty  
Col. Rick LoCastro, 10<sup>th</sup> Air Base Wing Commander  
Col. Carolyn Benyshek, Director of Admissions  
Col. Daws Oslund, United States Air Force Academy Liaison

**BoV EXECUTIVE SECRETARY:**

Lt Col Shawn Mann (AF/A1DO)  
Mr. Dave Boyle (AF/A1DO)

## **Opening Comments**

Members convened in their subcommittee meetings before the meeting was called to order by Mr. Garcia, the Chairman. Secretary Donley addressed the USAFA Board of Visitors. After other brief introductions, the meeting transitioned into the Superintendent's Update.

## **Superintendent's Update**

A brief reference was made to the upcoming graduation of cadets and the Preparatory School candidates. Approximately 1,015 cadets will receive their commissions and approximately 200 cadet candidates will graduate from the prep school. The discussion shifted to an update on the stand-up of the Air Force Academy Athletic Association 501(c)3 initiative. As a recap, the 2010 NDAA provided authorization to stand up a non-profit corporation. Actions are underway to establish a letter of delegation of authority, Articles of Incorporation, and by-laws. To help facilitate the transition from the current Non-Appropriated Funds Instrumentality (NAFI) to the new 501(c)3 construct, the Air Force Audit Agency will also conduct an audit of the NAFI. Target date for completion of the audit is 1 Jul 10.

Another point of discussion focused on the implementation of Language and Culture programs at the Academy. Current policy at the United States Air Force Academy encourages every cadet take two semesters of a strategic foreign language. Those cadets that complete six semesters or more of foreign language studies will be credited with a minor and/or major. During the academic year, approximately 300 cadets participated in an immersion program. Training during the summer equates to being immersed in a foreign culture for a semester. Training during Spring Break equates to one week of cultural orientation. Growth and participation in the programs is not expected to grow significantly. The Academy is still working to define and implement the "right mix" of Language and Culture as well as the Science, Technology, Engineering and Math (STEM) programs required by the Air Force.

Finally, the discussion transitioned to the Pinnacle program. The Superintendent emphasized that the cadets are the owners of this program. The program is a compilation of traditions, training, professionalism, and oversight to establish a culture of core values and leadership at the Academy.

## **Character Update**

The session was closed to the public to protect the privacy of the cadets.

## **Board of Visitors Communications**

Lt Col Smith from the Air Force Judge Advocate General Office presented a number of principles of communication for the USAFA Board of Visitors (BoV). He defined the role of the board as making inquiries and/or recommendations to policy makers through consensus in a public venue. Likewise, the DFO is an administrator and must remain neutral. In regards to closed sessions, there are no limits on the type of questions that can be asked; however, the cadets can choose if they want to answer. This venue does not constitute privileged communication.

## **USAFA Endowment/AOG Update**

Retired Lt Gen Rokke from the USAFA Endowment (UE) and Mr. Thompson from the Associates of Graduates (AOG) addressed the USAFA BoV. Retired Lt Gen Rokke stated initial fund support was at 63 percent of the target during the first quarter. He anticipated funds would exceed current support levels. This is attributed to allowing donors to designate how money is used. Unrestricted or undesignated funds are dispersed using an equitable fair share approach which includes the Association of Graduates (AOG), the USAFA Endowment fund, Harmon Hall, and cadet programs. A special note focused on two projects, the Indoor Training Facility and the Center for Character and Leadership Development, as having the funds necessary to begin construction.

Mr. Thompson addressed issues related to membership. Currently, support levels reflect a lack of connectivity to the institution. A number of changes were identified to drive efficiencies. The organization was restructured, a loose organizational structure (Chapters) was formally adopted, handbooks defined operational standards, and incentives were offered to encourage growth/participation. As the program grows, it will provide the resources necessary to change membership dues. Both members, reported positive changes that strengthened the associations.

## **Congressional Nominations Workshop Out-brief**

Col Benyshek presented an overview of the events that occurred at the Congressional Nomination Workshop. It was a combined effort supported by the Academies, Senator Isakson's office, Congressman Lamborn's office, Congressman Polis' office, and Congresswoman Sanchez's office. The intent of the workshop was to assist low nomination districts. Part of the workshop focused on education, providing information about the academies. Other aspects of the workshop focused on offering best practices and step-by-step directions. These instructions or SMARTbooks were loaded to the congressional websites. One of the highlights identified was the social networking amongst members from the other districts.

## **SUBCOMMITTEE OUTBIREFS**

### **Academic and Course of Instruction**

As the chairperson, Ms. Ross presented for the committee. The discussion focused on Advanced Academic Degrees (AAD) and hiring civilian instructors. In addition, a brief overview of the implications of a change in the Don't Ask Don't Tell policy was offered, including how it was being addressed at the service academies.

BG Born provided an update of the on-going RAND study on Air Force advanced degree requirements. She stated that it seems the study was accessing the right people and the right offices to fully understand the issues, although it is running behind schedule. Another factor that may substantiate faculty requirements at USAFA is a manpower study that was recently completed. USAFA is awaiting validation of the study and results. It is the hope of this group and USAFA that a strategic definition of Air Force-wide and USAFA faculty requirements will

result. The discussion was augmented with information about Army initiatives, competing demands (man years versus constrained funding), redefining education and mission (a cultural shift), and on-line learning options.

This provided a transition into a discussion about civilian hiring practices in response to comments in the House Armed Services Committee O & I report that suggested the Air Force Academy has not hired enough "Pure Civilian" faculty, as opposed to civilians with prior military experience. To help frame the issue, faculty ratios were reviewed for each of the service academies. Many USAFA civilians with prior military have highly competitive civilian academic credentials, and are therefore best qualified, thus meeting the intent of the Larson Report. The sense of the committee was that such individuals should not be penalized or their credentials downgraded because they also happened to have served previously.

Regarding the possible repeal of Don't Ask Don't Tell, the Dean of Faculty is spearheading a white paper on the implications, bringing together experts across the faculty who have researched and published in this area. The Deans of the other service academies are conducting similar efforts.

### **Admissions and Graduation**

As the chairperson, Mr. Scribante presented for the committee. Colonel Benyshek was reintroduced as the new, Senate-confirmed Director of Admissions (vice earlier position as Special Assistant to the Superintendent). Col Benyshek presented, and the Subcommittee discussed, the current make-up off the in-coming Class of 2014, which is not finalized and will continue to change. However, USAFA is looking at another strong year this year, with an increase in the number of qualified applicants. In addition, the incoming class appears as though it will be more diverse than the previous class. The incoming USAFA Prep School will also see an increase in diversity as well. USAFA/RR reports good relations with the new Headquarters' Air Force Diversity Office, and some of their success in attracting diverse candidates was a product of these two offices working together. Dr. Tubb suggested specifically targeting "fully qualified, position not available" candidates in subsequent recruiting efforts, and studying individuals who are offered an appointment but decline.

Mr. Scribante reviewed a lengthy report from Dean Wilson that outlined the attrition rates for cadets, and highlighted the programs USAFA has in place to help promote diversity. Lt Gen Gould reiterated that he would not allow a cadet to remain in school and graduate if that individual would not make a good officer, regardless of the attrition rate. Dr. Tubb proposed that the Academy exercise all opportunities to learn not only from those who attrit on the basis of poor performance, but also from those who choose to leave voluntarily in spite of satisfactory, or even excellent, performance.

Col Therianos updated the Subcommittee on USAFA evaluation of the AF-Gallup Character Assessment Tool (CAT). The USAFA Institutional Review Board has raised concerns about potential structural bias that until addressed would preclude administration to the entering Class of 2014. Dr. Tubb emphasized the need for "statistical power" that allows precision in the use of "observations" versus "conclusions". Dr. Tubb also pointed out that USAFA has not yet

collected sufficient data to substantiate any well founded determination about the CAT. It was also suggested that continued action may be outside of the scope of the current contract, and may require contract renegotiation. Lastly, concerns were again raised about the voluntary nature of all cadet testing and surveys administered by the Academy, and the risk of inflicting survey overload upon the cadets. Acknowledging this risk, Dr. Tubb proposed that the Board ask for a comprehensive list of all surveys administered to cadets at the Academy, actions taken to ensure that cadets understood the voluntary nature of the testing (or consequences of refusal to volunteer), and actions taken by the Institution Review Board (IRB) to ensure that the Academy and the Cadet Wing were protected from the same concerns raised by the IRB regarding the CAT. When the CAT is administered to the cadets immediately upon their arrival the overall response rate is much higher. Therefore, Mr. Scribante emphasized the importance of having the incoming Class of 2014 take the interview so that USAFA has sufficient time to make valid assessments about the capability of the tool without having to wait any longer. If the Class of 2014 does not take the interview this summer, there is potential to ask the full Cadet Wing to take the interview in the fall, but again, this approach resulted in a very low completion rate. Finally, Dr. Tubb questioned whether the other interviews and surveys given to the cadet population were being held to the same level of scrutiny that the CAT was, because it appeared that the IRB may be being inconsistent in the application of their guidance because of a premature judgment or prejudice. Mr. Scribante asked for the report showing the number and description of surveys cadets are asked to take on a voluntary basis each year. Col Therianos took an action to provide Mr. Scribante that information.

Colonel Benyshek raised the question of role of a character and leadership discussion in the "Admissions and Graduation" Subcommittee, when it is clearly the focus of the aptly named "Character and Leadership" Subcommittee. Dr. Tubb validated the colonel's question, and then suggested that character and leadership, and the "fanatical institutional pride" that springs from character and leadership, ought to be the end result and goal of every subcommittee, and every action of every subcommittee. In the case of the Admissions and Graduation Subcommittee, identification and recruitment of individuals (i.e. Admissions) who have, or have the potential for greater development of character and leadership (development being the subject of the Character and Leadership Subcommittee), are instrumental to the mission of graduating officers of character for the United States Air Force.

### **Character and Leadership**

As the chairperson, Mr. Isaacson presented for the committee. The committee reviewed the charter and related goals which were accepted by the committee. It was proposed that Mr. Isaacson submit these before the USAFA Board of Visitors for approval.

Additional discussion focused on the Air Force Athletic Association (AFAAA). Lt. Gen Gould, USAFA/CC, advised the committee that an audit of the existing Non-Appropriated Funds Instrumentality (NAFI) was being conducted to ensure a "clean" crossover of applicable funds into the AFAAA. Estimated completion for the audit was July 2010.

Finally, diversity as it pertained to the composition of the Athletic Department was discussed. Dr. Mueh reviewed the construct within the NCAA and provided insights on how USAFA was being proactive in a search for talent. He also cited the salary constraints that affect USAFA.

### **Infrastructure and Resources**

As the senior ranking member, Congresswoman Tsongas presented for the committee. The Air Force Academy is getting a long over-due face lift. Highlights covered a variety of different projects. The Center for Character and Leadership Development (CCLD) will start pouring concrete this summer. Mitchell Hall has identified a number of efficiencies to eliminate waste. Regulating portions alone will result in approximately a \$1M dollar savings. A contractor from the east coast has offered a solution for the Chapel that will avoid potential closure of the facility during renovations. Vandenberg Hall is under-going its final stages of renovation. The upgrades include energy efficiencies and increased security for the cadets. Fairchild Hall requires a complete overhaul. Plumbing and electrical requirements are being identified as the renovation goes forward. Parking has been forwarded by the cadets as an issue of safety and concern. Part of the issue under consideration is space. Base security has been enhanced by restricting the flow of traffic through both gates. In addition, a vehicle search area is being constructed for commercial traffic. This adds another layer of safety and reduces congestion associated with the searches. Finally, the academy has been identified as a net-zero test base for DoD energy/conservation initiatives.

USAFA has named this program Falcon Green. The program has three elements which are conservation (physical plants and operations), innovation (a solar array), and education (influencing future leaders-the cadets). All this constitutes changes, changes that are making a difference and improving the quality of life for the cadets.

### **The Meeting Adjourned at 1430**

### **Summary of Follow-on Actions**

Toward the end of the meeting, the USAFA Board of Visitors was unable to maintain enough members to constitute a quorum. Therefore, no motions or votes could be rendered.



SHAWN W. MANN, Lt Col, USAFA  
Executive Secretary



CHARLES P. GARCIA  
Chairman, USAFA Academy Board of Visitors