

**MINUTES OF THE REGULAR MEETING**

**OF THE**

**BOARD OF VISITORS**

**UNITED STATES AIR FORCE ACADEMY**

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**15-16 July 2011**

**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 Chairperson opened the meeting of the USAFA Board of Visitors at 0730 on Friday, 15 July 2011 and the meeting was adjourned on Saturday, 16 July 2011 at 3:15 p.m.

**ATTENDANCE**

**MEMBERS PRESENT:**

Ambassador Susan Schwab (Chair)  
Mr. Alfredo Sandoval (Vice Chair)  
Senator John Hoeven (R- ND)  
Senator James Inhofe (R-OK)  
Representative Jared Polis (D-CO)  
Representative Doug Lamborn (R-CO)  
Mr. Robin Hayes  
Lt General (Ret) Arlen “Dirk” Jameson  
Major General (Ret) Marcelite Harris  
Ms. Susan Ross

**MEMBERS ABSENT:**

Senator Michael Bennet (D- CO)  
Senator Lindsey Graham (R- SC)  
Senator Ben Nelson (D-NE)  
Representative Loretta Sanchez (D-CA)  
Representative Niki Tsongas (D-MA)

**AIR FORCE SENIOR STAFF:**

Honorable Daniel Ginsberg, Assist Secretary of the Air Force for Manpower and Reserve Affairs  
Lt Gen Darrell Jones, DCS, Manpower, Personnel and Services  
Mr. Bill Booth, USAFA BoV, Designated Federal Official (DFO)

**USAFA SENIOR STAFF:**

Lt Gen Michael Gould, Superintendent  
Brig Gen Richard Clark, Commandant of Cadets  
Brig Gen Dana Born, Dean of the Faculty  
Brig Gen Cathy Chilton, Mobilization Assistant to the Superintendent  
Brig Gen (Ret) Hans Mueh, Director of Athletics  
Col. Tim Gibson, 10<sup>th</sup> Air Base Wing Commander  
Col. Carolyn Benyshek, Director of Admissions  
Col. Scott Dierlam, United States Air Force Academy Liaison  
Dr. Adis Vila, Chief Diversity Officer  
CMSgt Todd Salzman, USAFA Command Chief

**BoV EXECUTIVE SECRETARY:**

Col William Hampton (AF/A1DO)  
Mr. Dave French (SAF/MRM)

## **Opening Comments**

Members convened in their subcommittee meetings before the meeting was called to order. After brief introductions, the meeting transitioned to the first brief.

## **USAFA Metrics**

Col Therianos, Director of Strategic Plans and Programs, Requirements, Assessments and Analyses presented a summation of data which was gathered for a metrics report which is commonly referred to as the Fall and Spring Semester Report. Some of the changes in the data can be attributed to the draw down to 4,000. This is a mixed good news bad news story. Grade Point Averages (GPA) seem to remain within their historical norms (2.37 – 3.00) on a four point scale. Those most vulnerable to under-performance are 4<sup>th</sup> year cadets because they are adjusting to the rigors of the Academy. This adjustment also accounts for conduct issues and physical conditioning. Hence, it is not always a good indicator of future performance. The Academy continues to excel in the Language Enabled Airmen Program (LEAP). Outstanding performance has resulted in the Academy being given additional quotas for language, immersion programs and cultural studies. The Military Performance Assessment (MPA) and Physical Education Assessment (PEA) continue to gather good data, but the data must be aligned with external factors to accurately interpret its meaning. An example was cited which accounted for a number of cadets, a spike in the data, but it was not a trend. It was a single incident that was unique to a new situation that has been resolved (an anomaly). A lengthy review of academy professors was addressed. Data and practice are under review by RAND. Senior leaders are working with Academy personnel to address the situation. Finally, data was discussed that showed the prep schools (an Academy program and Falcon schools external to the campus) prepare students for the rigors of direct admission into the Academy. These students have a comparable graduation/completion rate. The other service Academies use these programs and have similar success. A tour and briefing at the prep school was scheduled for the next day.

## **USAFA Strategic Plan for Diversity**

Dr. Vila presented the current status of the Air Force Academy strategic plan for diversity. The diversity office is closely examining the stratification of the population by gender and ethnic groups. Some findings revealed that the cadet population mirrors the demographics of the region. Change will require longitudinal data and efforts should emulate the U.S. populace, which includes the emergence of the Hispanic community as a new dominant culture. Navy has done a good job, but they accept more risk in the execution of their programs. The Air Force has shown improvement, but still needs to make significant changes. A number of options are being explored which includes, but is not limited to (a) redefining what is measured, (b) building a force that is cross-culturally competent, (c) creating change in the faculty mix and cadet population, (d) pilot programs that utilize e-mentoring, and (e) incorporating lessons learned from other programs. Critical elements are linked to communication and linking AF policy to specific goals and objectives. The hard part is defining what are the “right goals” and subsequent objectives. The Air Force views integration and a balanced workforce as a military necessity.

July 16, 2011

### **Opening Comments**

The group was welcomed back for day two. Congressman Polis joined the Board of Visitors on the second day and was recognized by the Chair. Senator Hoeven was sworn-in by Mr. Ginsburg as a formal member of the USAFA BoV.

### **Subcommittee Outbriefs**

#### **Congressional Nominations and Admissions & Graduation**

Mr. Sandoval reported that the sub-committee is working on identifying a new name for the committee and drafting a charter. Col Benyscheck, Director of Admissions, was credited with presenting information about recent out-reach efforts, STEM, and the Congressional Workshop. Specific information (demographic data and metrics) provided a statistical snapshot of the entering class at the Academy. Finally, the sub-committee asked for a copy of the A/5/8/9 ACCOMP study. This was followed by a request for additional information that defined (a) what it was, (b) what were the scales, (c) how calculations were made, and (d) the purpose of the tool. There was also an expressed desire to gather additional longitudinal data.

#### **Academics and Course of Instruction**

Ms. Ross reported that the committee reviewed some standard metrics about classes, Grade Point Averages (GPA), and academic deficiencies. Also, Col Fullerton disclosed that the Higher Learning Commission is moving away from a 10-year review for accreditation. He believes it is a better process because it focuses on on-going reports and initiatives that give a more accurate site picture. The report concluded with comments about the update on the faculty mix and data about advanced academic degrees. The study requested by SAF/MR will be reported by RAND in the near future. The committee believes the outcomes will provide insights into hiring and sustainment.

#### **Character and Leadership**

Major General (ret) Harris expressed excitement about a new program that is being implemented by the Honor division. The Cadets have instituted a program that focuses on sharing personal experiences/challenges to foster a higher level of accountability amongst cadets. The goal is to assist cadets with internalizing the honor code to build character and leadership. This stands in stark contrast to previous models that focused on discipline to institute change. The chairperson mentioned that it will be important to develop metrics to measure the success of the program.

#### **Infrastructure and Resources**

Mr. Hayes mentioned that he looks forward to working with Senator Graham and Senator Bennet who have recently joined his subcommittee. He reiterated the importance of “keeping cadets out of the weather” and providing the resources necessary for success. The challenge is to do more

with less which is inclusive of maintenance, repairs, and new construction. Col Gibson commented that it is important to sustain the commitment to restore facility infrastructure. Mr. Hayes stated that the chapel is a good example of how to gain cost efficiencies and believes that more can be done to help the Prep School. During the question and answer phase, a question was posed about how the Board of Visitors is a part of the budgetary process. The inputs from the board were identified as having three streams of influence which were (a) a formal report that is sent to the Secretary of the Air Force; (b) the open proceedings which allow information to flow between senior leaders and USAFA BoV members; and (c) Osmosis which allows congressional members to formulate their own opinions or express personal interest in a given area. Since the USAFA BoV is an advisory group on Academy issues, the primary spokesperson for the group is the Air Force through senior leadership.

### **Superintendent's Update**

Lt General Gould covered a broad range of topics related to the current status of the Academy. He believes everything at the Academy begins with “respect for human dignity, character, people, family and our need to be exemplars in everything we do”. He commented that the Academy is doing a good job. Part of his briefing touched on changing production requirements.

There is more of an emphasis on space and missiles, intelligence, and cyber. In contrast, traditional requirements in aircraft maintenance and munitions are down while logistical readiness and acquisition are currently experiencing high demands. Rated and medical requirements continue to be a challenge. The United Service University of Health Services (USUHS) is a basic medical school. Graduates still compete for residency opportunities throughout the United States.

A good news story coincides with the number of applicants that applied to the Academy in 2012. Over 12,700 applicants applied for admission which includes the highest rate of qualified minorities. This is a significant increase in this area. However, the definition of diversity includes more than a definition of gender or ethnicity. The Academy continues to address concerns about diversity to become a more inclusive institution. Another area of significant importance was the Gamble report.

The Academy received good marks and was encouraged to continue to pursue their present path. It also identified areas where improvements could be made in freedom, conflict resolution, and training and education. The Academy quickly responded by addressing an area of specific concern and instituted a new education/awareness program through the efforts of Chaplain Bruno.

The relationship between the Association of Graduates (AoG) and the USAFA Endowment organization continues to strengthen. General (ret) Lorenz has become the president of the Endowment fund. In the past year, both organizations have experienced significant growth. The membership is increasing and generous donations have resulted in the development of the indoor training facility. Other projects that are in various stages of development include the Center for Character and Leadership Development (CCLD), the Solar Array, the Holaday Center, an addition to the west gym, Vandenburg Hall, and the Mitchell Hall, which should be completed

very soon. Privatized housing has experienced some set-backs. The contractor failed to realize the scope of the project which resulted in the welcome center, maintenance facility, and some demolition of old homes being delayed or postponed.

Finally, the last point of discussion was about community outreach and building strategic partnerships. Those projects that were successful included the sports camps, summer seminars (an educational focus program), the community fireworks display, the STEM boot camp for teachers, and the Summer Operation Programs (orientation for cadets to Active Duty operations). Special notes of appreciation focused on the acceptance of a predator aircraft for static display in Mitchell Hall that flew over 850 combat missions and the accomplishments of cadets and staff members who performed service above the call of duty which resulted in awards or recognition.

### **Character Update**

This session was closed to the public to protect the privacy of the cadets. The open session reconvened at 11:30 p.m. for a briefing on recycling.

### **Recycling**

Lieutenant Colonel Russo (USAFA Civil Engineering Commander) identified that the Academy was able to recycle over 7.5 million pounds. It was noted that housing recycled over 200,000 pounds of single stream products. Single stream recycling is done in housing because there is not a formal process to separate recyclables from waste at this time. Finally the cadets were able to recapture recyclables during a 10-week competition that resulted in recovering over 76,000 items. The highest potential to achieve financial gains is associated with cardboard and precious metals. Both are in abundance during this high period of construction at the Academy.

### **Air Force Academy Athletic Corporation (AFAAC)**

Dr. Meuh (USAFA Athletic Director) presented an overview of the non-profit organization for athletics. Those steps identified with phase I included (a) certification of the network enclave and (b) the tools and systems necessary to take over NAF accounting. Phase II is a little more involved. A tiger team is reviewing all the steps necessary to establish a Non-Profit Organization (NPO). The goal is to institute AFAAC in October 2012. The greatest challenges involve (a) NAF union notification, (b) transitioning to cooperative agreements, and (c) those activities associated with the 1<sup>st</sup> meeting which must be self-funded. Some of the activities that must be accomplished are hiring, establishing a benefits package, creating a formal business plan, and applying for the IRS tax number which has a one-year waiting period.

During the brief, there was a discussion about appointment of the members and oversight. The SecAF appoints the members of the board. The board's actions are governed by the bylaws.

### **Focus Groups**

The proceedings were closed during the focus groups.

**The Meeting Adjourned at 2:30**

**Summary of Actions**

During the meeting, there were enough members to constitute a quorum. The body proposed to accept the May minutes as written. The motion was seconded and the board approved the minutes.



WILLIAM E. HAMPTON, Col, USAFA  
Executive Secretary



SUSAN C. SCHWAB  
Chairman, USAFA Board of Visitors