

MINUTES OF THE REGULAR MEETING

OF THE

BOARD OF VISITORS

UNITED STATES AIR FORCE ACADEMY

2 December 2011

APPROVED:

by the USAFA BOARD OF VISITORS

INDEX

TOPIC

PAGE

December 2, 2011

Attendance 3
Opening Comments.....4

BRIEFINGS

Superintendent's Update4
National/AF Perspective on Diversity5
Faculty Mix and Rand Updates7
AFAAC Transition Plan & Athletic Dept. Issues8
Terrazzo Gap9

SUBCOMMITTEE OUTBRIEFS

Academics and Course of Instruction.....11
Congressional Nominations and Admissions & Graduation11
Infrastructure and Resources.....12
Character and Leadership.....13
Ad Hoc on Strategic Planning.....13
Adjourn.....14
Summary of Actions.....14

**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 0830 on Friday, 2 December 2011 and the meeting was adjourned at 2:45 p.m.

ATTENDANCE

MEMBERS PRESENT:

Ambassador Susan Schwab (Chair)
Mr. Alfredo Sandoval (Vice Chair)
Senator Michael Bennet (D-CO)
Senator John Hoeven (R- ND)
Representative Jared Polis (D-CO)
Representative Doug Lamborn (R-CO)
Representative Niki Tsongas (D-MA)
Mr. Robin Hayes
Lt General (Ret) Arlen "Dirk" Jameson
Major General (Ret) Marcelite Harris
Ms. Susan Ross

MEMBERS ABSENT:

Senator Lindsey Graham (R- SC)
Senator Ben Nelson (D-NE)
Senator James Inhofe (R-OK)
Representative Loretta Sanchez (D-CA)

AIR FORCE SENIOR STAFF:

Honorable Michael Donley, Secretary of the Air Force
General Norton Schwartz, Chief of Staff of the Air Force
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)
Mr. Daniel Sitterly, Director, Force Development DCS, Manpower, Personnel and Services

USAFA SENIOR STAFF:

Lt Gen Michael Gould, Superintendent
Brig Gen Richard Clark, Commandant of Cadets
Brig Gen Dana Born, Dean of the Faculty
Dr. Hans Mueh, Director of Athletics
Dr. Adis Vila, Chief Diversity Officer
Col. Michael Therianos, Director of Plans, Policies and Assessments
Col. Bart Weiss, Preparatory School Commander
Col. Tim Gibson, 10th Air Base Wing Commander
Col. Scott Dierlam, United States Air Force Academy Liaison
Mr. Dave Cannon, Director of Communications
CMSgt Todd Salzman, USAFA Command Chief

BoV EXECUTIVE SECRETARY:

Col William Hampton (AF/A1DO)

Opening Comments

Members convened in their subcommittee meetings before the meeting was called to order. After brief introductions, the meeting transitioned into an award presentation for Mr. Charles Garcia followed by the swearing-in of new USAFA BoV member, Senator Michael Bennet. After the ceremonies, the meeting began with the superintendent's update.

Superintendent's Update

Lt General Gould began with an overview of the Academy. In 2009/2010, the Academy was given a cash infusion to stabilize the budget base line. This was known as "Fix USAFA" because it targeted fixing aging infrastructure and repaired broken programs. Since then, several projects have gone forward to address renovation needs. Current funding levels are below what was established to fix USAFA and it is not clear where funding levels will stop. This creates concern, but it is not alarming. This mirrors the challenges across the Air Force.

Likewise, end strength is being adjusted. Cuts were taken on a fair share basis to get end strength down to desired levels. Fifty-one positions were targeted at the Academy. The Academy has met its bogies without significant impact on the mission. The other change involves getting cadet wing numbers back to authorized end strength which is 4,000 by the end of fiscal year 2012. The impact will be a reduction in class sizes beginning with the class of 2015. Although end strength will be lower, it does not change the training mission or resource requirements because USAFA has fixed operational costs associated with the campus and mission. General Schwartz added comments that addressed the total force perspective. The Air Force has been directed to lower the end strength of the officer corps. Directed force shaping, retirements, and mission capability were all carefully weighed. The cadet wings were actually funded for 4,000 and this is what guided the decision to return the cadet wings to original funding levels. This action would result in asking fewer active duty officers to leave the Air Force.

Lt General Gould transitioned into a brief discussion about the solar array which is currently operational and under investigation for a possible anti-deficiency violation. Another investigation that is on-going is associated with faculty credentials and accreditation. These investigations are still on-going, but the superintendent is confident that due diligence was observed.

The audit of the NAFI funds and a DoD audit of service academy preparatory school programs are also being conducted. The AF Academy does not expect any surprises.

This led to a new discussion about the progress the Academy has made in implementing training associated with "Don't Ask Don't Tell." The Academy asked for an independent review of the preparations and proposed strategic plan. It was a good news story. The training has been effective and the cadets were able to communicate those beliefs with a local news media station. The interviews were random and conveyed a message of respect.

Next, General Gould spoke about the general climate and religious respect at the Academy. They have begun training programs and the firsties are complete. The keys to success are that these programs address training at the personal, interpersonal, team, and organization level by using education and scenarios that help cadets understand their roles as officers. In addition, the faculty is participating in the training programs. It is having a positive effect. General Schwartz emphasized that it was important for future leaders to understand the balance between personal and duty and those things that are a part of their

professional role.

In the diversity arena, Dr. Vila has initiated a number of new programs. One is a brown bag discussion group. It is an open forum for voicing concerns or asking questions. Retired Maj General Harris asked if it was voluntary. She was assured that it was. The other activities directed at supervisors included specific training, interactive theater, discovery, and awareness. The main message was to focus on inclusiveness as we become more and more diverse. As a result of these efforts, USAFA is on a community list of 2012 diverse leaders in Colorado.

The Superintendent transitioned into recognition of a number of activities and ceremonies at the Academy. One was the establishment of the 9/11 Monument that recognizes the importance of first responders. Mr. Sandoval was a guest speaker at the Hispanic Heritage luncheon. Retired Marine General Peter Pace, former Joint Chief of Staff, was the recipient of the Thomas D. White award; and had an opportunity to address the cadet wings. The Deans of Flight sponsored a gathering of all the service academies at the AF Academy this year. Under Secretary Conaton was the keynote speaker at the 53rd Academy Assembly. The cadets are contributing to the development of a stealth drone. This is exciting because the cadets are moving beyond text book learning and applying those insights into real life projects. The Academy sponsored bringing children to the campus for a day through the Starlight Children's Foundation. The cadets became role models (big brothers and sisters) for these kids. The Wings of Blue aerial team was recently recognized as national champions. Leslie Johnson, a secretary in Dean of Faculty department was recently awarded the Commander's Civilian Award for Valor. She sheltered and rescued a woman from an assailant who was attempting to kill her. This same assailant discharged five rounds into Ms. Johnson's vehicle before she was able to get to a police station. The 23rd Wing performed a combat rescue demonstration. Afterwards, two PJ's and one combat rescue officer received awards for valor (two Bronze Stars and a Distinguished Flying Cross). In addition, the Academy is preparing to accept the Commander-in-Chief's trophy at a White House ceremony. The football team has won this honor two years in a row.

National/Air Force Perspective on Diversity

Mr. Sitterly, the Director of Force Development, addressed the group. He identified that the A1 folks have been directed to oversee resources for diversity through Lt General Darrell Jones (AF/A1). This is a collaborative effort which involves the Academy, AETC, recruiting, medical services, the Reserves, and the Air National Guard for a total force response. Efforts are going forward to ensure that the Air Force has a synchronized strategic perspective. The Air Force is in the process of codifying governance and policy directives into an Air Force Instruction. These efforts have been combined with campaign directives and strategic communication. At the MAJCOM level, responsibilities and resources are being identified. Diversity is also a part of the institutional competencies of leading people enforced by Air Force doctrine recently signed by the Secretary of the Air Force. The Air Force is working diligently to ensure they are in compliance with the executive order released by the President. As things continue to become more competitive, the Air Force must work harder to ensure we recruit the right people with the right skills to execute mission requirements. Retired Lt General Dirk Jameson asked about citizenship. Non-citizens are brought into the enlisted force, but they must obtain citizenship via naturalization by a specified period of time.

During a review of Air Force demographics, it was noted that only 28 percent of society self-identifies as a racial minority. In the Air Force, 19 percent of the officers, 28 percent of enlisted members, and 30 percent of the civilian workforce claim a racial minority status. The demographic for those people that are basically eligible for recruitment (ages 17 to 24) has unique characteristics. There seems to be a trend to decline to self-identify race or ethnicity. However, the fastest growing segment of society is multicultural or multiracial. Mr. Sandoval asked if the statistics were dynamic or static. Mr. Sitterly

demonstrated significant changes in different population groups. However, there is the variable of time. The recruits of today have not progressed far enough through senior leadership to influence the selection of our top leaders. So, the key is retention of our airmen to ensure a diverse population. Another factor is how we collect data.

During the time period (2005-2010), a large number of the officer corps declined to self-identify. Another category is gender. The Air Force leads the way in these ratios when compared to the other services. An important piece of diversity is that it includes more than the race piece; it also includes ethnicity, gender, and other social/economic measures. Secretary Donley added that the growing decline to respond to hard categories identifies that the measures are not effective. Our society is becoming more mixed (diverse) and people just don't want to address that issue.

This led to a broader discussion of resources. Mr. Sitterly identified that 13 full-time employees at the Air Staff handle diversity; however, there are literally hundreds of people and millions of dollars that contribute to the diversity mission. At the MAJCOM level, we participated in the first ever women's leadership symposium. Other contributions have been made through Heritage outreach, AF research laboratories, recruiting services, national advertising, Air University, The Air Force Academy, AFPC's disability outreach and our partnerships with the Reserves and the Air National Guard, to name a few that direct dollars and activities to furthering diversity outreach. Again, diversity is part of our institutional competencies under leading people. So, every airman that attends basic is trained to a certain level of diversity. Likewise, every executive leadership course that we buy has a piece that is directly mapped to diversity. It is hard to capture all this activity and assign it a specific dollar value. Maj General retired Harris asked for a point of clarification. The \$2 million that was mentioned earlier represents just the Air Staff. Mr. Sitterly added further clarification by identifying some benefits associated with the budget like buying classes and making visits to recognize award winners. The budget is more than a single organization or office.

At the Academy, 21 positions have been identified to work in diversity and the associated budget cost is \$2.1 million. Under a fiscally constrained environment, the budget may not be approved at that level. However, that does not capture the effectiveness of the Gold Bar program comprised of former cadets doing staff work at the Academy. To fully understand the effectiveness of all our efforts, the CSAF has directed AF/A1 to look at our metrics. The Air Force is working with Captain Barrett in OSD to fully understand and execute the Military Leadership Diversity Commission findings.

The floor was opened for questions. General Schwartz commented that we want to ensure that the persons who are members of a cohort enter at the beginning of a 25-year period and are representative of the nation. We will never have a leadership cadre that is representative if we don't recruit well and retain well. Secretary Donley added,

“As you think about your oversight of the Academy, it is a microcosm of a broader discussion in the Air Force about the importance of diversity. And that is why you see the emphasis at the institutional level in the policies and the strategic planning documents going forward. As we see strategic changes and realignments in the global environment going forward, we will face more diverse sets of international threats going forward. And we will be putting military personnel and airmen into harm's way in different parts of the world, a world with which they must be comfortable and in which they must be acquainted with going forward not only on the threat side, but on the partnership and alliances.”

He emphasized that a multi-cultural force must be comfortable in a global environment that has culture and language requirements which are key to developing partnerships. “We need to start now and be aggressive to affect where our nation needs to be five, 10, 20, 30 years from now.”

Senator Hoeven stated that it is important to hear these issues from our senior leaders. Retired Lt General Jameson introduced joint basing to the discussion. General Schwartz commented that it is important to preserve service cultures in joint environments. Joint basing could be viewed as a broader base of support for mission requirements. Secretary Donley added that at the operational level our military is more joint than ever. In this context, he was referring to joint operational teams comprised of the total force operating in forward areas. Senator Hoeven concurred and shared some of his experiences while he was in Afghanistan with the troops.

Amb Schwab emphasized the importance of getting senior leadership guidance and insight to determine how the Air Force Academy is contributing to future requirements. General Schwartz responded by sharing that the Academy has responded to the challenge to build language and cultural competencies, but building a leadership cadre is a sophisticated process. Senator Hoeven asked for clarification on how leaders within the Air Force are meeting the challenge of worldwide demands. General Schwartz acknowledged that it is a work in progress. There are efforts to build a group of international affairs specialists. The bigger question is whether this is valued and viewed as an enduring aspect of the Air Force. The Air Force has policies and practices in place that demonstrate a commitment to those who have the right skill sets. Secretary Donley added that he has seen data that supports that the Academy is producing more officers with language skills. It takes time to develop proficiency. It is unrealistic to expect airmen deploying to attain proficiency through pre-deployment training. The specialist is developed through formal training programs, but the number of participants is inherently limited. This goes back to the importance of diversity. There are so many Americans who are native speakers or already have language capabilities. We need to recruit the right people for the job and retain them to maintain mission readiness.

Faculty Mix and Rand Updates

Colonel Therianos gave a brief overview of the three studies being conducted by RAND. The studies were identified as a civilian-military faculty mix, an officer accession project, and cadet diversity. Two of the studies were identified as being at a very early stage.

The military-civilian faculty mix study tasked RAND to find the optimal composition or mixture for the faculty. The variables that were assessed were cadet development, cost, academics, force development and staffing. They used surveys to gather information from various groups. This process began in October 2010 and the results are due to be released sometime in May 2012. Specific information related to the study is still considered pre-decisional. However, some of the general findings have revealed that a civilian faculty is generally less expensive. The military faculty is best suited for military modeling. Finally, there seemed to be no difference in teaching effectiveness. Currently, the findings are under peer review.

Retired Maj General Harris asked why civilian instructors were less expensive. Civilians already are credentialed to teach and under the modeling process military instructors have higher retirement and medical benefits. The cost of higher education is expensive and it costs money to keep a member in that training environment. Retired Lt General Jameson asked if military modeling could be attributed with more value. Lt General Gould responded that RAND identified their methodology for gathering data. The weights assigned to some factors were higher than others and this is under review. In response to Senator Hoeven's question, Colonel Therianos reassured him that teaching effectiveness for both groups was good.

The intent of the officer accession study had two focuses. One was purely Air Force and the other was joint, a comparison with the other service academies. The basic question is what are the predictors of

success and how are we ensuring that the right person is selected for service within the military force they join. The study is in the developmental stages.

The final study focuses on diversity. This was requested by HQ AF. How do we attract, select, and retain the best qualified candidates and maintain a diverse force. The interviews focused on ROTC and Academy comparisons. RAND is working very closely with the Academy and will eventually present this information to mission partners, HQ AF and senior leadership.

General Schwartz emphasized that the RAND process is rigorous. They go through peer reviews just like major journals. This delays publication, but results in a better product. Senator Hoeven asked about how long most military faculty members reside at the Academy and if this was part of the study. Lt General Jones responded by stating that timing was reviewed. The study reviewed when was the best time to start; early in their career, after one or two tours, or at the end of a career. Other factors that were weighed was the degree type, who sponsored the training, and the individual's desire. Brig General Born added that two classes graduate from the academy each year. One is the new lieutenants and the other is our military faculty returning to operational tours. However, the academy does have a senior military faculty program that allows some faculty members to remain for longer periods of time.

Mr. Sandoval asked Brig General Born how tenure worked for civilian faculty members. The initial response was the Academy does not give tenure. However, the civilian faculty has approximately 16 to 18 years of teaching experience in comparison to our rotational faculty which has two to three years teaching experience. The Academy is sensitive to the culture of the program that is offered.

AFAAC Transition Plan & Athletic Dept. Issues

The Air Force Academy Athletic Corporation (AFAAC) had its first board of directors meeting. Eight of the nine elected board members attended. Dr. Hans Mueh identified the board members as: Retired General John Lorber is the board chairman; Eileen Collins, a former astronaut; Mr. Allan McArtor, a former CEO of FedEx; Retired Lt General Charlie Coolidge who is associated with EDS; Mr. Theo Gregory, Vice Director of the El Pomar Foundation; Ms. Marilyn Thomas, the Deputy for Budget; Retired Brig General Harvey Schiller, CEO of Global Options Group; and Mr. Alonzo Babers, a two-time Olympic Gold medalist (1984). During the first day they received opening remarks from Lt General Gould, reviewed the by-laws, read the mission brief, and began the work of sorting through the issues. During the executive session, a lot of people were appointed which included the chairman, the governance committee, the finance committee, the investment committee, and the strategic planning committee. Structure was also discussed which included the lines of authority.

Retired Maj Harris asked if there were two individuals per committee. Dr. Mueh shared that there was a lot of overlap on committee membership.

Dr. Mueh continued by discussing the actions that still need to be accomplished. The AFAAC still needs to file with the IRS. This will allow the organization to establish a non-profit status and be eligible to accept gifts. In conjunction with these activities, a bank account needs to be established as well as hiring a CEO/CCO to handle daily operations. The funding mechanism is linked to the cooperative agreements. A tentative list of 40 cooperative agreements has been narrowed to four. The agreements allow the Air Force to reimburse the Colorado non-profit corporation for those things that the corporation pays for that are mission related. Retired Lt General Jameson asked if the board was going to advertise the CEO/COO position. Dr. Mueh was not in a position to give a definitive answer, but he felt the board will probably advertise the position.

Medical and retirement benefits still need to be addressed, but this should not represent a significant

challenge. The bigger challenge is associated with determining when to move assets and personnel. It's a complicated process that will involve terminating some employees, retiring others, but the majority will be hired by the corporation. Dr. Mueh finished his presentation with the statement that AFAAC really needs some money.

Congressman Polis asked how much will you raise or do you expect to raise each year through the corporation? Dr. Mueh responded by stating that the operating budget is \$36 million a year. About half of those funds are covered by the APF, and its tax dollars. The other half has to be raised through ticket sales, TV revenue, conference revenue, concessions, and so on. A follow-up question was, "is this analogous to how your peers operate in your conference?" Dr. Mueh stated that the basic difference is that the other schools have state funding and university funding to off-set their costs. The rest is generated through non-profit which is very similar to our proposed model.

At this point the presentation transitioned into a lengthy discussion about conference realignment possibilities. The Big East Conference had eight teams at the beginning of negotiations. Since that time, they lost three teams, Pittsburgh, Syracuse, and West Virginia. Their greatest desire is to have all three service academies in one league. Mr. Sandoval voiced concern about pressure on the cadets. General Schwartz also voiced concern about travel. Dr. Mueh identified that there are only two additional trips to the East Coast. In the Mountain West Conference, things are still undecided. Currently, the Big East has conveyed to Pittsburgh, Syracuse and West Virginia that the conference is holding them to the 27-month buyout clause. If things changed dramatically, the Big East might let them go earlier. The Air Force is in a good position to step back and see what happens because of high demands for the team. A secondary gain is the opportunity to increase the Air Force footprint for recruiting in the Northeast.

Congressman Polis asked about recruitment of a cadet by a professional team. Dr. Mueh responded by stating it is unlikely. Most kids that want to pursue professional football are probably not going to want to attend a service academy.

The TV deal that the AF Academy has with CBS and Comcast equates to approximately \$1 million a year. The larger conferences are able to negotiate conference deals that can generate larger sums of money. The PAC 12 set a new standard which secured \$24 million per year for each school. The Big East is the only conference left to negotiate a new TV contract in the near future. There were also some questions about BCS bowl games. Six conferences have automatic qualifiers. The Big East may become eligible in the future. It's a shared benefit or shared lost. Failure to enter a bowl costs all the other teams, but if a team makes it, all the teams share the revenue.

Terrazzo Gap

This presentation was requested by the Board of Visitors because this issue was voiced by several cadets and was deemed an area of concern. It is not a new issue, but it has invoked some strong reactions amongst some of the cadets. There is a perception that there is a difference between intercollegiate athletes (IC cadets) and non-intercollegiate athletes (NC cadets) and how they satisfy military and other requirements. There are other special groups involved that are excused from various activities because of their mission focus. This has led to a perception of inequality. IC cadets have a greater demand on their time due to mandated practice schedules regulated by the National Collegiate Athletic Association (NCAA). Every sport the NCAA sponsors is a year-round sport. Some of the cadets miss military training during the academic year due to athletic commitments. The schedules have been worked to ensure the cadets participate in parades and formations during the week. This has increased the participation of IC cadets in military activities. However, the NCAA demands that athletes practice 132 to 144 days or approximately 20 hours of practice per week. In contrast, intramurals requires two days of practice a week. Athletes will miss some of the sessions on weekends and miss some Saturday

formations. They also practice when there are no military activities and during breaks. The activities are different, but NC cadets do not see them when they are practicing nor when they are gone. The reality is that IC cadets have less free time.

Another misconception is that athletes are graded more favorably. The academic performance of most IC cadets is a little bit lower, but the slope has a steady rise. The academic composite for athletes is 3100 and the composite for NC cadets is approximately 3289 when the cadets enter the Academy. By the time the cadets enter their second class year, there is no statistical difference between the two groups. There is no empirical evidence to support this perception. While recruiting, all the coaches know what is needed to recruit an officer for our Air Force. The Director of Admissions administers the second screening after an athlete is recruited. All the factors are weighed to ensure the athlete is qualified to become an Air Force officer capable of completing the program. Applicants are then screened by the Academy board. If the applicant passes all these steps, then he or she is submitted to the Director of Admissions before a decision is rendered. Retire Lt General Jameson asked about the composition of the Academy board. Dr. Mueh responded by identifying that two members are from the Athletic Department, five from Academics, three from the Commandants office, the Vice Superintendent, and the Superintendent which represents 12 votes. Retired Maj Gen Harris asked do the athletes understand what is expected from them at the Academy? The response was yes, but the perception by others is no.

Congressman Polis was concerned about the activities associated with the cafeteria. Retired Lt General Jameson acknowledged that there was a training table in the middle of Mitchell Hall. The perception is that they don't have to be regular military like the other cadets. Dr. Mueh responded by stating that Air Force Academy athletes are front-line ambassadors in the conference and media. Another comment was directed at what roles athletes hold in leadership. Academy leadership was able to identify some athletes that held cadet commander positions.

Dr. Mueh redirected the presentation to include how to overcome misconceptions. The coaches are actively involved with senior leadership, Air Officer Commanders (AOCs) and Air Military Trainers (AMTs). They engage in weekly meetings and the intercollegiate liaison division has a seat at the commandant's weekly staff meeting. Mission partnership meeting are also held. Each squadron has a team and department of faculty that they adopt. They do things together. The goal is to build awareness and breakdown negative perceptions. Chairperson Schwab added that maybe this is a step in the right direction. Dr. Mueh added that the Dean's office often provides officer representatives to the various teams. Most of them come from the Dean of Faculty and serve as eligibility committee chairs for those particular sports. The Student Athlete Advisory Committee (27 team captains) addresses issues that relate to these gaps and take information back to the squadrons and work through the issues.

Another interesting point is when training is viewed as negative then athletes are resented for missing it. However, training, in most cases, is currently viewed as positive. Some cadets actually feel bad for the athletes that are not able to participate. Ms. Ross added that she had heard complaints from athletes who admitted they wanted to participate in more training events.

At this point the discussion transitioned back to the Recruited Athletes Meal Programs (RAMPS). RAMPS are tables in the dining room specifically for athletes. There are no RAMPS for breakfast or dinner. It only occurs during lunch. Ambassador Schwab commented that this is where we received the most negative comments from other cadets. It is an unnatural situation where the athletes do not exercise the same discipline. This team-building seemed to result in a disregard for others. Cases were cited where athletes were observed throwing food. Dr. Mueh responded by stating that changes have been imposed at Mitchell Hall. The RAMPS are interspersed and no longer at the front of the hall. The teams were aligned with their mission partner programs throughout the wings. At first, it did not work very well, but eventually the teams began to simulate their peers. Now, the athletes are forced to walk and be

amongst the other cadets. There is a higher level of accountability. The amount of complaints has reduced dramatically.

Retired Lt General Jameson asked what the other Academy graduates thought about this issue. Ambassador Schwab alluded to the fact this is why time was made for this discussion. One benefit of information technology and rapid feedback is the opportunity to get lots of feedback. Chief Salzman provided a comment that added some perspective. He was talking to two cadets who were upset about IC cadets. So, he posed a question. "What do you want to do when you get out?" They wanted to become fighter pilots. He asked them why. They had spent some time with fighter pilots and liked that they had a bar ... you mean special privileges just like the football team? People need to put things in perspective so it does not change when you walk out the door. Ms. Ross added that she knew two types of athletes while she was at the Academy: those who considered themselves cadets and those who tried very hard not to be. She recognized that attitudes have changed significantly, but she acknowledged that athletes still need support in doing the right thing.

Lt General Gould offered some closing thoughts. He witnessed a lot of passionate discussion about perceptions and facts. The reality is that a gap does exist, but steps can be taken to make it smaller. And change may take some time.

Subcommittee Out briefs

Academic and Course of Instruction

We received a quick update on grades from the first semester. They are looking better than normal, especially for the forth class. Second, we have been following the number of faculty members that deploy. The numbers are slightly down for 2011. Fifty-seven members deployed for at least part of the year and 21 are currently deployed. Fourteen of those members currently deployed are on 365-day rotations. However, the two tools that have been effective in addressing shortages are gone, reserve days and temporary hires. On the other side of the equation, the Academy has successfully stopped 23 deployments that would have been mission-critical losses.

Ms. Ross concluded with a point on scholarship offerings. Of the 19 Graduate Scholar Program (GSP) positions and the other scholarships, almost 100 percent of them were technical master degrees. This limited the ability to pursue social science or advanced humanities which may hurt the hiring pool.

Congressional Nominations and Admissions & Graduation

Mr. Sandoval outlined the information to be presented to the committee. It is the intent and primary purpose of the subcommittee to engage in activities that support and enable the Academy to accomplish USAFA's mission. The mission statement for USAFA is to *"to educate, train, and inspire men and women to become officers of character motivated to lead the United States Air Force in service to our nation."* One of the goals of the committee was to review and draft a new subcommittee charter. The following is a draft of the proposed charter:

"The mission of the Subcommittee for Admission, Graduation & Congressional Nominations is to provide the USAFA Board of Visitors with oversight and advisory recommendations regarding the Academy's mission to attract young men and women eligible to be nominated and appointed to USAFA to become officers of character. The Subcommittee will monitor admissions for candidate achievement, inclusion, diversity and will foster the continued implementation of Strategic Enrollment Management (SEM) principles. A SEM focus extends beyond an institution's marketing, recruiting and admissions policies. The SEM goal is to assemble a Cadet

Wing that comprises an advantageous mix of students in terms of quality, number, and diversity in all its forms – and creating conditions that promote their retention and graduation. The subcommittee will accomplish its duties by reviewing appropriate reports and surveys, as well as interfacing with Cadets, Congressional members and staff, and the Academy's designated points of contact in these areas.” (Admission, Graduation & Congressional Nominations Subcommittee Charter, Sandoval 2011)

The Academic Composition (ACOMP) is a tool that is used to measure the aptitude of cadets. The data has been collected over a year and a half. As more data is collected, it is hoped that it can provide better insights into “at risk” cadets. The mean for the assessment is 3250. This cut-off score is equates with a successful cadet. Candidates with scores below 2800 tend to struggle and are “at risk”. The Dean and Registrar have created a Strategic Education Management System (SEMS) to enhance capability and control variables that might influence negative outcomes. After four years of using SEMS, those cadets that entered with scores below 2700 increased their graduation rates from 50 percent to 70 percent. This supported current admission policy and helped reduce attrition rates. SEMS offers these students a study skills course and manages their academic course loads during the first year. During the first semester, the cadets are restricted to four courses. The next semester, they can take five courses and during the summer the cadet takes another class. Policy and procedures are under review to determine the best way to implement the program.

In addition, a review of some other individual cohorts offered some insights. In the class of 2013 through 2015, it seems that one minority group of males (African American) are trending significantly upwards in attrition. Early intervention is viewed as essential to address potential negative impacts and preclude long term trends.

The discussion shifted to the diversity visitation program. Cut-backs are constraining the operations of this program. Last year, the program identified and brought in 100 candidates. These are hard to reach students. At a cost of \$1,000 dollars per visit, the Academy has achieved a 65 percent success rate in reaching hard to reach students through this program. Currently, the program is not funded, but the institution is working an in-year-execution fix. Those students not retained by USAFA go to ROTC or other service academies. The program is a service-wide benefit. Last year, the Academy was only able to reach 25 airmen through the enlisted program. The group mirrors the demographics of the Air Force and does not contribute to further diversification of the force. General Schwartz asked if the Falcon Foundation can help. Mr. Sandoval admits working with the Falcon Foundation is still an unknown. They have had off-line discussions, but need to review policy to ensure this is a viable option.

Infrastructure and Resources

Mr. Hayes conveyed that the project estimates for the past 12 months have been below projected costs, so getting the job done economically is good. He added that the renewable energy sources are exemplary and can be used to build strong cases for future pursuits. The repairs to the chapel are moving forward; however, budget constraints are forcing the use of traditional construction solutions.

Character and Leadership

Retired Maj General Harris conveyed that Brig General Clark briefed the subcommittee on a program designed to inspire cadets. Originally, the program was called “Inspire to Inspire”, but a Lt Col suggested that the program should be called “I to I”. All the mentors have been trained on how to mentor. The 1st degrees are mentoring the 3rd degrees. As part of the process, each of the 1st degrees are being asked to write on a brick what they aspire to become. Likewise, the 3rd degrees are encouraged to communicate what they desire to become when they enter service. There has been discussion about what to do with

these bricks. It has been suggested to build a path to the new Character and Leadership building that will be constructed.

Ad Hoc Committee on Strategic Planning

Chairwoman Schwab addressed the group. She conveyed that most of the issues that were discussed have already been covered. In summary, she identified the topics that had been addressed were diversity, a desire to set priorities in the areas of recruitment and retention; an open discussion about the budget; a review of how the Air Force Academy is operating; and the role of the Board of Visitors. She took a moment to share that the board is an advisory body. By using broad questions, the framework of the board was outlined. The main point was what kind of value can be added. This led to a summation of the USAFA BoV responsibilities:

“We are doing policy analysis, looking at longitudinal data, asking questions to see, are there systematic problems; to offer advice where we might have expertise, whether it is as former graduates or as individuals with expertise in the world that might provide some value. And then obviously, in terms of the Senators, Congressmen, and Congresswomen on this board, they have additional value to add in terms of their roles.”

Mr. Hayes added that he felt it is important to ask questions and provide the public with the benefits of our oversight. Ensuring the questions were answered correctly is something we could and should do. Ambassador Schwab agreed that there are questions that need to be asked. We are in a position to provide testimony about what is happening ...and it's a good news story.

After the initial remarks, Ambassador Schwab reviewed the two new members' biographies. Dr. McKiernan is a cardiologist from Illinois. Mr. Wiley ("Flash") is a lawyer from Boston. Without regard to color or gender or ethnicity, he became the fifth African American graduate of the Air Force Academy and was the first Fulbright Scholar. He is a leading attorney businessman and a graduate of a public policy school in Boston. Both these men are presidential appointees and graduates of the Academy.

Congressman Polis asked if the number of graduates and non-graduates is prescribed for the board. Congressman Polis followed with a question about the Congressional members. The last time the law was amended it added the requirement for a minimum number of graduates to sit on the board. But the mix is one third in terms of Presidential, Senate and House appointees. Currently, there are no vacancies, but some appointments are expiring. One of the nominees is replacing Ms. Ross and the other replaced Mr. Garcia. Mr. Garcia left the board a year ago to serve on another commission. Generally, members keep serving until they are replaced. At the moment, new appointments are lagging by approximately one year. Usually, there is a 3-month notice prior to replacement. Lt General Gould voiced a concern about membership qualifications. He stated that accreditation required that one of the members on the oversight board be a senior educator. He requested that this requirement be submitted to the selection committee. He clarified by stating that the board has several highly educated and motivated members that have educational experience, but it is probably useful to have someone who was a dean or president at the university level. This will also be the first time when one of the two mandated USAFA graduate positions was not occupied by a woman.

Adjourned

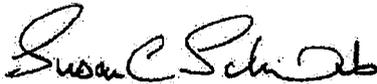
After fielding a few other comments, Chairwoman Schwab adjourned the session at 2:15 P.M.

Summary of Actions

During the meeting, there were enough members to constitute a quorum. The body proposed to accept the July 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