

MINUTES OF THE REGULAR MEETING

OF THE

BOARD OF VISITORS

UNITED STATES AIR FORCE ACADEMY

10-11 February 2012

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 first day of the of the USAFA Board of Visitors meeting at 3:15p.m. on Friday, 10 February 2011 and the meeting was adjourned at 5:20 p.m. The meeting on the second day opened at 8:00 a.m. and adjourned at 2:30 p.m.

ATTENDANCE

MEMBERS PRESENT:

Ambassador Susan Schwab (Chair)
Mr. Alfredo Sandoval (Vice Chair)
Senator Michael Bennet (D-CO) (there for subcommittee meetings)
Representative Jared Polis (D-CO)
Representative Doug Lamborn (R-CO)
Mr. Robin Hayes (by phone)
Lt General (Ret) Arlen "Dirk" Jameson
Major General (Ret) Marcelite Harris
Dr. Thomas McKiernan
Mr. Fletcher "Flash" Wiley (by phone)

MEMBERS ABSENT:

Senator Lindsey Graham (R- SC)
Senator Ben Nelson (D-NE)
Representative Loretta Sanchez (D-CA)
Representative Niki Tsongas (D-MA)
Senator John Hoeven (R- ND)

AIR FORCE SENIOR STAFF:

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
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
Col Robert Bruno, USAFA Chaplain
Col Carolyn Benyshek, Director of Admissions
Gail Colvin, Director of Staff
Lt Col Burke Beaumont, Comptroller
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 Ms. Sue Ross followed by the swearing-in of new USAFA BoV member, Dr. Richard McKiernan. After the ceremonies, the meeting began with the Religious Training and Respect.

Religious Training and Respect

Chaplain Bruno began with an overview of how the United States Air Force Academy is conducting religious respect training. The training format is for cadets as well as faculty and is differentiated depending on where they are in the overall chain of responsibility. There are approximately 25 scenarios that are utilized for training and the scenarios are taken from real-life experiences. The training for the AMTs and AOCs is currently in the concept development stage and it is expected to be implemented in the next academic year.

Professor Dave Fitzkee demonstrated a mock training session with the BoV members acting as faculty and two scenarios were presented. Congressman Polis asked what, if any, is the unofficial capacity of a faculty member on campus, or are they always in an official capacity because they are faculty. Professor Fitzkee explained that whether a faculty member is acting in an official capacity is dependent upon whether the individual is higher ranking, in uniform, on duty, or in the place of duty. Professor Fitzkee further explained that when a faculty member is acting in an official capacity that they have to be very clear that anything they say doesn't appear to advance or promote any religion prohibited by the establishment clause.

Mr. Ginsberg asked what the reaction of the faculty to the presentation has been. Chaplain Menchion explained that 75 percent of the faculty found the training to be very constructive. Maj General (ret) Harris asked if religion was part of the curriculum. Brig Gen Born explained that due to the sensitivity surrounding religious discussion that it was no longer part of the classroom discussion as the faculty felt like they were walking on eggshells. In order to counteract this mindset Professor Fitzkee conducted training for the 300 plus members of the faculty. The goal of the training was to create an organizational requirement wherein healthy and respectful dialog could occur with faculty, staff and the cadets.

Superintendent's Update

Lt General Gould began with an overview of the Academy. He started the presentation by reviewing the amount of money programmed for USAFA's infrastructure, support, and mission. Furthermore he voiced concerns about the effects the financial draw down will have on USAFA and stressed that if there is one activity throughout our Air Force that survives intact through this belt-tightening, it ought to be the U.S. Air Force Academy.

USAFA recently had a compliance inspection and consolidated unit inspection which is an attempt by the IG community and others to get the unit through the various inspections at one time instead of having intermittent inspections throughout the year. Mr. Ginsberg explained the reason the Air Force is trying to consolidate the inspections is the various units voiced concerns about coming back from deployment, and

going right into inspection, in some cases, and then trying to get trained up to go back on deployment. The units were having trouble keeping up with the ops tempo as there was a limited amount of time and manpower with the actual deployments and the training associated as well as other members having to prepare for the next inspection. Mr. Ginsberg asked if Lt Gen Gould if he thought one large inspection was better than the steady rhythm of inspections coming through. Lt Gen Gould stated he would have to see after we go through the inspection.

Lt Gen Gould provide an update on the end strength numbers and assured everyone USAFA is on a glide slope to bring the cadet wing down to 4,000 by 30 September of this year. Lt Gen Gould emphasized that this isn't about managing attrition; it's about upholding standards at the Academy.

The next topic covered was the athletic conferences and the changes that are expected over the next few years. Lt Gen Gould explained that USAFA is currently working with Conference USA and the Mountain West Conference on the details of a possible merger and having an Eastern Division and a Western Division. The merger would allow USAFA to maintain regional alliances, traditional rivalries, as well as minimize class time missed for travel.

Lt Gen Gould provided an update on the progress of the construction of the Center for Character and Leadership Development. The original proposal for the building has been altered in which a tower has been added in order to keep with the architecture of the Air Force Academy. The only way USAFA can pay for the additional construction with the increased cost is to combine MILCON money that was raised by the Endowment Fund. USAFA anticipates awarding a contract in midsummer and putting a shovel in the ground late summer, early fall. The construction should take about 18 months. Maj Gen (ret) Harris asked if a name had been chosen for the building and proposed that it should be named after a minority. The BoV discussed possible names and the rules associated with the naming convention.

Lt Gen Gould announced that Chief Todd Salzman (USAFA Command Chief) would be retiring in the spring.

Diversity in the Athletic Department

Dr. Mueh started the Diversity Brief by giving a snapshot of the personnel that are in the Athletic Department (AD). Dr. Mueh discussed the hiring process for the different categories of employees in the AD and explained how the jobs were advertised. Several BoV members had questions about what could be done in regards to the hiring process to increase the diversity at USAFA. Mr. Ginsberg explained that in addition to guidance from Statute 5 there are additional regulations from OPM and from the Department of Defense that must be followed during the hiring process. In addition to the regulations that must be followed Dr. Meuh provided an example of USAFA offering five minority candidates a position only to find out the functional would not release them from their career field. USAFA did get a minority candidate for the position however; two weeks after she got there she was RIFed. These examples lead into a discussion about the challenges of the hiring process and what USAFA is doing to hire and keep minority faculty members. Dr. Mueh gave a two year breakdown of the AD faculty turnover rate and provided reasons for the minority faculty members that left.

Faculty developmental opportunities were discussed and the Dr. Meuh explained that the Dean provided the AD a Ph.D. slot every other year. He stressed the importance of the developmental opportunities and felt it was the only way to keep the staff current on coaching philosophies.

Questions about the schedule of an intercollegiate athlete as well as the academic and physical standards they are required to maintain were asked by the BoV members. Dr. Meuh walked through a typically day for a cadet playing football. The brief concluded with a breakout of the different teams.

Dr. Vila concluded by conceding that there is still some work to do in improving the diversity at USAFA. She assured the BoV members that USAFA is taking the necessary steps in order to recruit a more diverse group for all the different sectors and also offer the employees more opportunities so that USAFA will become an employer of choice, not just for one group of people, but for all groups of people. Dr. Vila reiterated that USAFA has to be intentional in the effort to improve diversity, and it has to start with the recruiting process.

Air Force Academy Athletic Corporation Transition Plan

Dr. Meuh informed the BoV members that the Air Force Academy Athletic Corporation (AFAAC) Board had recently had the second board meeting. The AFAAC Board named the future AFAAC CEO and they also established an internet portal for secure communications. The BoV members wanted to know how the AFAAC Board members were chosen and also requested a list of who was on the board. Mr. Sandoval asked what the role of the BoV was in the AFAAC and what was expected from the BoV members. Mr. Ginsberg affirmed that the BoV members are charged to anything that will impact the morale, welfare and health of the Air Force Academy and therefore the AFAAC falls within the purview of the BoV. The AFAAC Board members were announced and they are Gen (ret) John Lorber; Dr. Harvey Schiller, Lt Gen (ret) Charlie Coolidge, Alanzo Babers, Eileen Collins, Marilyn Thomas, Allan McCarter, Theo Gregory and Dr. Hans Meuh.

Currently the Athletic Department has 18 million APF tax dollars and 18 million in NAF which will transition totally into the AFAAC. The AFI and AFAAC will both be kept alive until USAFA is ready to make the full transition to the AFAAC. USAFA anticipates another year before the AFAAC is ready for the full standup.

Focus Group -- Gold Bar Lieutenants on Diversity Recruiting

Col Bensheck gave a brief history of the policies that govern the Casual Lieutenant Program and the Diversity Lieutenant program. She explained that 20 of the lieutenants are specifically for diversity and will be at USAFA for a period of one year. The Diversity Program is a volunteer program and the lieutenants must go through three rounds of interviews in order to be selected.

The Lieutenants are used to reach out to high school students and are able to provide a firsthand perspective on life at USAFA. The program is set up to start mentoring kids as early as the sixth grade in order to make sure they will be competitive when/if they apply to USAFA.

Col Bensheck talked about the Diversity Visitation Program (DVP), which is a program that brings candidates out to USAFA for a four day trip in order to see the Air Force Academy. Operation and Maintenance funds cannot be used for the DVP and USAFA pays for the program with gift funds. USAFA has about an 80 percent acceptance rate for members that attend the four day trip. USAFA has changed their recruiting strategy to increase efficiencies as budgets have become more constrained and the competition for highest quality candidates has increased.

Ambassador Schwab asked if the Diversity Lieutenants were able to speak with the counselors in order to set up high school visits. They explained that they were able to speak with the counselors however; there is a general misconception that the Diversity Lieutenants are there to recruit enlisted Airmen. The biggest hurdle for the program is informing the school counselors as well as the public about the mission of USAFA and what they do. Lt Boykin discussed the advantages of the "Counselors Invitation Program" which is a USAFA program that invited school counselors out for an orientation and allowed them to go to classes with the cadets which provided a firsthand account of what USAFA really does. Col Benyshek

explained that the "Counselors Invitation Program" program had been discontinued for budgetary reasons. Overall the program has been a success as USAFA has increased qualified candidates applications by 200 for the previous year.

Center for Character and Leadership Development Military Construction Update

Mr. Cruz-Gonzales started the brief by explaining what brought the need for the Center for Character and Leadership facility. The FY11 military construction project provides USAFA with funding for a 46,000-square-foot facility. The USAFA Endowment donated another \$12 million gift for "margin of excellence enhancements." Mr. Sandoval asked what the cost of the additional tower was going to be. Mr. Cruz-Gonzales informed him that the additional tower was projected to cost 8 million and 4 million had been set aside for the interior finishes and the landscaping in addition to the 27.5 million in MILCON money.

Mr. Cruz-Gonzales further explained that USAFA hoped to get the RFP out by May, proposals would be due in by mid June and they plan on awarding the bid by 31 July. From that point it should take about a month-and-a-half to break ground on the project.

Personnel Update

Col Linn Our started the personnel update by stating that USAFA has 3,073 positions here to build future leaders of character. He continued by explaining that there may be cuts to USAFA personnel due to the Resource Management Directive (RMD) 703. Mr. Ginsberg explained the details of RMD 703 to the BoV members and how it affected the Air Force as a whole as well as USAFA. Lt Gen Gould was able to advocate for retaining as many USAFA personnel as possible and Col Linn believes that less than ten people may be affected by non-voluntary actions related to RMD 703. Col Linn explained how the reserve component structure has changed in the Air Force which has resulted in decreased Reserve support at USAFA.

Subcommittee Out briefs

Academic and Course of Instruction

Ambassador Schwab provided the results of the Academic and Course of Instruction subcommittee out brief for Sen Bennet. Grade inflation and the fact that there is not a grade inflation issue at USAFA was one of the main topics discussed in the subcommittee. Ambassador Schwab explained grade inflation and compared USAFA with other universities. The requirements at USAFA are more strenuous than most universities due to the fact that cadets are required to take more hours than most universities as well as the physical fitness requirements. Historically cadets do very well in follow on programs and have built a good reputation of academic excellence.

Ambassador Schwab informed the group that there has been a change in the accreditation rules which has changed the process. The prior process was completed with an inspection of the entire program every few years and now it has changed to a continual process of certain programs throughout the year.

Ambassador Schwab stated that the new process has the potential to be a better way to conduct the accreditation.

Congressional Nominations and Admissions & Graduation

Mr. Sandoval provided the results of the Congressional Nominations and Admissions & Graduation subcommittee outbrief. The two main goals of the subcommittee were to ensure the BoV understands the quarterly USAFA XP Diversity and Attrition reports, and provide the BoV an update on the Diversity Visitation Program (DVP). The DVP is a new outreach program for juniors in high school. 80 percent of

the candidates that come through the DVP either come to USAFA, the prep school, the Falcon Foundation, or another sister service academy or ROTC.

Infrastructure and Resources

Mr. Hayes and Col Gibson provided the Infrastructure and Resources subcommittee outbrief and the biggest concern expressed is that emergency repair expenses have cut into USAFA's long range planning and budgeting. The funds are being diverted from ongoing repairs to address emergency repairs systems that are scheduled to be fully renovated within the next year or two. Despite the setbacks due to emergency repairs USAFA feels that the Air Staff has provided outstanding in terms of funding and project support.

Character and Leadership

Brig Gen Clark provided the Character and Leadership subcommittee out brief and spoke about the implementation of the Inspire to Inspire (I-to-I) program which is directed by Col Joe Sanders. The program gives cadets the opportunity to be coached by other cadets and staff as well as coaching other cadets. The goal of the coaching is to help change the USAFA culture into a culture that will lead to inspiration.

Ad Hoc Committee on Strategic Planning

Ambassador Schwab provided the Strategic Planning ad hoc subcommittee out brief. She informed the BoV that she briefed the ESG about the perspective of the BoV and also addressed some of the challenges facing the Air Force Academy, including diversity and some of the character issues. The BoV expressed a desire to continue to work with the Superintendent and the Commandant on the broader-brush issues, including how the Board of Visitors and how USAFA fit into the broader mission and goals of the United States Air Force.

Adjourned

After fielding a few other comments, Chairwoman Schwab adjourned the session at 2:30 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.


TAMMY M. TRYCHON, Lt Col, USAFA
Executive Secretary


SUSAN C. SCHWAB
Chair, USAFA Board of Visitors