

MINUTES OF THE REGULAR MEETING

OF THE

BOARD OF VISITORS

UNITED STATES AIR FORCE ACADEMY

11 May 2012

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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 Chairperson opened the first day of the USAFA Board of Visitors meeting at 10:17 a.m. on Friday, 11 May 2012 and the meeting was adjourned at 2:30 p.m. The meeting was held at the House Visitors Center in Washington, DC.

ATTENDANCE

MEMBERS PRESENT:

Ambassador Susan Schwab (Chair)
Mr. Alfredo Sandoval (Vice Chair)
Major General (Ret) Marcelite Harris
Mr. Robin Hayes
Lt General (Ret) Arlen "Dirk" Jameson
Dr. Thomas McKiernan
Representative Niki Tsongas (D-MA)
Mr. Fletcher "Flash" Wiley

MEMBERS ABSENT:

Senator Michael Bennet (D-CO)
Senator Lindsey Graham (R- SC)
Senator John Hoeven (R- ND)
Representative Doug Lamborn (R-CO)
Representative Jared Polis (D-CO)
Senator Ben Nelson (D-NE)
Representative Loretta Sanchez (D-CA)

AIR FORCE SENIOR STAFF:

Gen Norton Schwartz, Chief of Staff of the U.S. Air Force
Mr. Daniel Ginsberg, Assistant Secretary of the Air Force, Manpower and Reserve Affairs
Lt Gen Frank Gorenc, Assistant Vice Chief of Staff
Mr. Robert Corsi, Deputy Director, 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
Dr. Adis Vila, Chief Diversity Officer
Col Tim Gibson, 10th Air Base Wing Commander
Col Bart Weiss, Preparatory School Commander
Col Bill Walker, Deputy Director of Athletics
Col Michael Therianos, Director of Plans, Policies and Assessments

Col Scott Dierlam, United States Air Force Academy Liaison
Col Carolyn Benyshek, Director of Admissions
Lt Col Burke Beaumont, Comptroller
Mr. Dave Cannon, Director of Communications
CMSgt Steve Ludwig, USAFA Command Chief

BoV EXECUTIVE SECRETARY:
Lt Col Tammy Trychon (AF/A1DO)

Opening Comments

Members convened in their subcommittee meetings before the meeting was called to order. After brief introductions, the meeting transitioned into the swearing-in of a new USAFA BoV member, Mr. Fletcher Wiley. After the ceremony, the meeting began with the Superintendent's Update.

Superintendent's Update

Lt General Gould began with an overview of the Academy. He started the presentation by describing the importance of aligning everything USAFA does based on a culture of respect, character, people, family, and ensuring that faculty and staff are exemplars for the cadets to follow. Furthermore he voiced the importance of USAFA being at a level where cadets become proud alumni that are well prepared, with the knowledge, skills, and abilities to go out and lead in the Air Force.

Lt Gen Gould provided an update on the recent USAFA compliance and consolidated unit inspection which hosted 187 inspectors for approximately 3 weeks at the Academy. Overall, the inspection was very successful; however the inspectors identified two areas which they found noncompliant. Col Gibson explained that the Academy did particularly well with in-processing and resolution; however the alternate dispute resolution program was a noncompliant area. Lt Gen Gould provided information on the safety issue with the Academy firing range, which was the second area of noncompliance. He explained that both areas have already been addressed and resolved.

The next topic covered was an update on the Center for Character and Leadership Development (CCLD) and the timeline for awarding funding. Lt Gen Gould explained that the award would be funded in two phases; first the building itself would be awarded with the skylight tower granted 15 to 30 days later.

Lt Gen Gould next provided an update on the end strength numbers and assured the Board that USAFA is on a glide slope to bring the cadet wing down to 4,000 by 30 September of this year. Lt Gen Gould explained that the Academy is reducing the inbound class size for 2016 to about 1,050 cadets in an effort to minimize overall cadet strength. Gen Schwartz commented that the Air Force is over officer end strength due to retention; therefore the Academy is emphasizing the importance of upholding standards in academics, military, and athletics to assist with reducing cadet numbers.

Lt Gen Gould transitioned to cover the athletic conference and the changes that are expected

over the next few years. Lt Gen Gould explained that USAFA is currently working with the Mountain West Conference on potentially bringing Boise State back to the conference in addition to including Fresno State, Nevada, and Hawaii to increase conference strength.

Lt Gen Gould provided an update on USAFA transitions. He explained that Brig General Clark would be departing and his replacement would be Brig Gen Greg Lengyel. Lt Gen Gould reintroduced Chief Ludwig who will be joining the Academy after working assignments at the Chief's Group; Colonel Bart Weiss will transition from his command of the preparatory school to be the deputy of athletics. He will be replaced by Colonel Kabrena Rodda. Colonel Joe Rizzuto will be replacing Colonel Chris Klamp as the 306th Flying Training Group Commander. Lt Gen Gould also explained that Colonel Rich Fogg will become the Vice Wing Commander for Colonel Gibson.

The next topic presented by Lt Gen Gould was an update on the USAFA faculty chair endowment named after General Benjamin O. Davis, Jr. that is expected within the next year. He then transitioned to discuss the importance of cadets participating in foreign travel and cultural immersion programs. Brig General Born detailed the academic accomplishments of current USAFA cadets. Recently, Academy cadets placed in the top 10 at the National Security and Innovation competition, won a regional competition for electrical and computer engineering, and for the third year in a row placed as the number one undergraduate institution in the International Science Foundation competition which invests in research towards education.

Before General Schwartz departed, he provided the Board insight into the Air Force Defense Strategy which was discussed in-depth in a later presentation. Gen Schwartz described four key pieces of the Air Force Defense, specifically, the importance to deter and defeat aggression if required, improving power projection capabilities, expanding space and cyber operations, and the importance of nuclear deterrence. He explained the need for USAFA to continue to develop men and woman of character to serve and the importance of recruiting talented cadets from all communities across the country.

Mr. Hayes asked Gen Schwartz to explain from his perspective what he needs most out of the board. Gen Schwartz replied that it's the Board's responsibility to make sure the Academy continues to track in the right direction. He explained that with the breadth of experience of the current Board members they are well positioned to keep an eye on trends to ensure the reputation of the Academy stays intact.

After General Schwartz's departure, Dr. Vila discussed the Ambassadors of Inclusion Program. The program provides cadets an opportunity to travel to foreign countries while gaining an experience based on their specific major with no cost to the Air Force. Mr. Hayes shared his opinion on the importance of cadets traveling internationally and the value of being immersed into different cultures to build relationships and develop the Air Force's international diversity. Mr. Wiley pointed out the significance of cadets bringing their individual experiences back to the Cadet Wing so that the Academy may incorporate the knowledge and experience gained into USAFA's education program. Mr. Ginsberg also noted the value of continuing to leverage partnerships with private firms to fund these types of programs. He explained that with the Budget Control Act and overall reduction of Air Force funds across the next 5 years expanding

private partnerships will be paramount. Before ending his presentation with an Academy highlight video, Lt Gen Gould suggested continuing discussions on USAFA foreign travel and cultural immersion programs during the next meeting.

Ambassador Schwab announced a recess from 11:46 a.m. to 12:04 p.m.

Air Force and U.S. Defense Strategy Briefing

The afternoon presentation began with an in-depth discussion by Lt Gen Gorenc on the Air Force Defense Strategy which Gen Schwartz touched on early in the day. Lt Gen Gorenc described the Air Force as a “precise combat power from the air” that operates as part of an inter-agency team. He explained that the Air Force is made up of 330,000 active duty personnel and described the importance of flexibility in the face of a smaller force with a changing defense strategy.

Lt Gen Gorenc also described the significance of growing the Air Force’s strength in space and cyber space. He touched on the Air Force’s capability with remotely piloted aircraft to improve intel, surveillance, and reconnaissance (ISR) which may be collected through digital ground stations and moved worldwide to be analyzed. Lt Gen Gorenc further noted that remotely piloted aircraft requires more manpower than a piloted aircraft.

Mr. Sandoval brought up some negative Air Force press regarding the capability of the F-22 aircraft and asked Lt Gen Gorenc’s opinion on the issue. Lt Gen Gorenc commented that he did not think that the issue was overblown and that it is important to understand what is happening with the equipment and what steps are taking place to resolve any issues. Lt Gen Gorenc went on to explain that the Air Force has minimized the inherent risk and challenges inside the F-22 to the lowest possible level. Lt Gen Gorenc then provided an update on Air Force investments given the current budget constraints. He described that with the close of the F-22 line of aircraft the Air Force is now focusing future investments in the F-35 line.

Maj Gen Harris asked what the Air Force’s current threshold is to determine how they are doing as an agency on the issue of diversity. Lt Gen Gorenc responded that from a diversity standpoint the Air Force and the Academy are successfully attracting diversity. Mr. Ginsberg stated the importance of the Air Force and USAFA to not shy away from individuals with different backgrounds or characteristics who may be an asset to the force. Next, Lt Gen Gorenc provided his opinion that the Air Force may not do the best job of making all airmen aware of the steps necessary to become an officer and steering all airmen into these types of opportunities. Mr. Wiley commented that although he believes the Air Force is serious about welcoming diversity it is difficult to obtain that objective and show success without establishing goals. The Board largely agreed with Mr. Wiley’s statements who continued to explain that he left the Air Force during the civil rights era because he felt that the agency didn’t understand him and the diversity that he represented.

Congresswoman Tsonga steered the conversation from diversity to the issue of sexual assault within the Air Force. Mr. Ginsberg quickly interjected that the issue of sexual assault is a priority for the Secretary of the Air Force and the Air Force overall, although it may not be explicitly

addressed during this meeting.

Lt Gen Gorenc next presented the role and importance of USAFA given the current Air Force environment. In particular, he pointed to improved communication, specifically, retaining linguists and expanding the number of cadets who have language skills as key to future success. Lt Gen Gorenc explained that developing language capabilities is a priority for USAFA in addition to motivating cadets to become rated officers.

Dr. McKiernan asked if the Academy is providing enough rated officers and if not, why is that happening. Lt Gen Gorenc replied that there are fewer available pilot training slots due to the fact that the agency is trying to reduce the force, therefore every cadet who graduates from the Academy is not going to be accepted into pilot training. He explained that the Academy is focused on ensuring that each pilot school slot is filled by the most qualified officer possible.

Lt Gen Gorenc then shared his personal heritage; his family immigrated to the US and he grew up in a middle class family in Milwaukee. He explained that he went to USAFA because it was free and gave him an opportunity and described his gratitude to the Academy for all the opportunities it provided him. Next Lt Gen Gorenc discussed his time with the Air Force and described the importance of balancing education, training, and experience for cadets. Lt Gen Jameson asked if specific curriculum or leadership should be woven into education. Lt Gen Gorenc responded that a basic liberal arts education paired with in-depth study in a particular major is important and USAFA is doing that.

Ambassador Schwab announced an open session recess from 1:14 p.m. to 1:50 p.m.

CHARACTER UPDATE BRIEF (CLOSED SESSION)

Brig Gen Clark provided an update on cadet disciplinary issues during this closed session.

USAFA 501 (c) (3) ORGANIZATIONS BRIEF

Lt Gen Gould gave a brief introduction of the 501(c) (3) organizations associated with the Air Force Academy. In the interest of time, he pointed Board members to the PowerPoint slides that outline each 501 (c) (3) organization including: the Air Force Academy Foundation (AFA), Falcon Foundation (FF), Associate of Graduates (AOG), Academy Research and Development Institute (ARDI), Friends of the Library (FOL), United States Air Force Academy Endowment (UE), and Air Force Academy Athletic Corporation (AFAAC). Lt Gen Gould mentioned that the USAFA Endowment was the main fundraising organization; the ARDI endows chairs in academics; Falcon Foundation provides scholarships, and the Air Force Academy Athletic Corporation is the newest organization that they are in the process of standing up. He then turned the presentation over to Mr. Gilmour, SAF/GCA, to explain the roles and responsibilities of these organizations with the Academy. Mr. Gilmour stated that the Academy has an indirect role when the 501(c) (3) does something on behalf of USAFA. He explained that all the 501 (c) (3) organizations are independent and therefore the Board does not have any direct oversight. The Board may inquire on how USAFA is interacting with the 501(c) (3) organizations, but the Board may not inquire into the internal workings of the 501(c) (3) organization. For example, if USAFA receives a gift from a 501(c) (3) organization, the Board may inquire what USAFA did

with the gift, but not how the 501(c) (3) raised the money. Ambassador Schwab explained that the Board of Visitors is an advisory board of USAFA and therefore is responsible for keeping an eye on the Academy's relationships with these organizations.

Ambassador Schwab explained that the Board would not break but go directly into the next presentation.

USAFA DIVERSITY BUDGET UPDATE

Lt Col Beaumont provided the Board an update on the diversity budget and explained that it has grown significantly since 2009 despite the decline of USAFA's overall budget. He presented that the Academy has seen a 31% increase in cadet diversity and have begun winning diversity awards. Mr. Corsi pointed out that the diversity budget for the entire Air Force is \$1.5 million while the Academy alone has an additional \$1.2 million dedicated to diversity.

Subcommittee Outbriefs

Ambassador Schwab provided the subcommittee out brief. The subcommittee received a high level briefing on the curriculum review process from Brig Gen Born. Ambassador Schwab explained that the BoV is looking forward to offering more input and being more actively engaged in the curriculum review process.

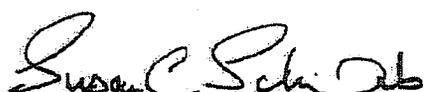
Adjourned

After fielding a few other comments, Ambassador 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 February minutes as written with edits. The motion was seconded and the board approved the minutes.


TAMMY M. TRYCHON, Lt Col, USAF
Executive Secretary


SUSAN C. SCHWAB
Chair, USAFA Board of Visitors