

MINUTES OF THE REGULAR MEETING

OF THE

BOARD OF VISITORS

UNITED STATES AIR FORCE ACADEMY

15 & 16 March 2013

APPROVED:

by the USAFA BOARD OF VISITORS

14 June 2013

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**MINUTES OF THE REGULAR MEETING
BOARD OF VISITORS (BoV)**

UNITED STATES AIR FORCE ACADEMY (USAFA)

The Chair opened the March USAFA Board of Visitors meeting on March 15, 2013 and concluded the meeting on March 16, 2013. The meeting was held at USAFA in Colorado Springs, CO.

ATTENDANCE

MEMBERS PRESENT:

Mr. Alfredo Sandoval (Chair)
Lt General (Ret) Arlen "Dirk" Jameson (Vice Chair)
Representative Doug Lamborn (R-CO)
Maj General (Ret) Marcelite Harris
Dr. Thomas McKiernan
Mr. Fletcher "Flash" Wiley
Brig Gen (Ret) Paula Thornhill
Ms. Sue Hoppin

MEMBERS ABSENT:

Senator Lindsey Graham (R- SC)
Senator Michael Bennet (D-CO)
Senator John Hoeven (R-ND)
Representative Loretta Sanchez (D-CA)
Representative Niki Tsongas (D-MA)
Representative Jared Polis (D-CO)

AIR FORCE SENIOR STAFF:

Honorable Daniel Ginsberg, SAF/MR
Lt Gen Darrell Jones, AF/A1
Ms. Francine Blackmon, SES, SAF/MRM -- USAFA BoV Designated Federal Official (DFO)

USAFA SENIOR STAFF:

Lt Gen Michael Gould, Superintendent
Brig Gen Greg Lengyel, Commandant of Cadets
Brig Gen Dana Born, Dean of the Faculty
Col Tamara Rank, Vice Superintendent
Dr. Hans Mueh, Director of Athletics
Col Kim Hawthorne, Director of Plans, Policies and Assessments
Col Carolyn Benyshek, Director of Admissions
Col Kabrena Rodda, USAFA Prep School Commander
Col Paul Barzler, USAFA Judge Advocate
Col Stella (Reni) Renner, Vice Commandant Culture and Climate
Col Scott Dierlam, United States Air Force Academy Liaison
Mr. Dave Cannon, Director of Strategic Communications
Dr. Adis Vila, Chief Diversity Officer
Lt Col Frank Verdugo, Director Finance Management and Comptroller

BoV EXECUTIVE SECRETARY:
Lt Col LaMont Coleman (AF/A1PT)

OPENING COMMENTS

The Board convened and the Chairman, Mr. Alfredo Sandoval, called the meeting to order at 2:33 p.m. The DFO was present and enough members were in attendance to establish a quorum. Mr. Sandoval announced that the Board would review the Academy's infrastructure and maintenance needs, discuss cadet character and leadership development, and determine the appropriate mix of subcommittees during the 2 day meeting. Mr. Sandoval shared that the new BoV members, Brig Gen (Ret) Paula Thornhill and Ms. Sue Hoppin would be sworn in by Mr. Daniel Ginsberg.

Next, Mr. Sandoval asked if the Board had an opportunity to review the December meeting minutes. After a motion to vote, the Board unanimously approved the December meeting minutes with the incorporation of a recommended change from Lt Gen (ret) Dirk Jameson.

Mr. Sandoval reminded the Board of the interring ceremony for Mr. Charles V. Bush, USAFA class of 1963 on 17 March 2013. Next, Mr. Sandoval asked the Board to review the upcoming BoV dates. He noted that the next meeting would be 13-14 June in Washington, DC, and tentatively 13-14 September at the Academy and 5-6 December in Washington, DC.

(The open session dismissed at 2:43 p.m.)

ATHLETIC DEPARTMENT UPDATE

Mr. Sandoval welcomed the Board back into session and pointed out that a member of the press was in attendance.

Dr. Mueh began the athletic department briefing with an update on diversity within the department. He shared that the athletic department is comprised of military, civilian, contractors, and GS employees. Dr. Mueh stated that the department has increased the number of female personnel by 1% over CY 2011 and hired 12 new individuals to the athletic department; 42% of which are women or minorities. Dr. Mueh shared that 3 new African American and 1 Hispanic coach/instructor were hired but reiterated that USAFA remains focused on diversity within the department and will continue to try to migrate the athletic department demographics to be more representative of our country.

Next, Dr. Mueh pointed out that the USAFA contract coaches are more diverse because the Academy has greater control over hiring. Mr. Sandoval inquired on the typical contract length for a USAFA coach and Dr. Mueh shared that typically coaches are on contract for 3 to 5 years.

Dr. Mueh shared details on the developmental opportunities provided to personnel within the Athletic Department and commented that six individuals are currently working on their PhDs. Dr. Thornhill asked for the completion rate in their degrees and Dr. Mueh responded that so far there has been a 100% completion rate. Dr. Mueh noted that many of the short term developmental opportunities and conferences have been put on hold because of sequestration.

Maj Gen Harris asked about coaching certifications and licenses and Dr. Mueh explained that each sport has a governing body, some international, which certify individual sports. Next, Dr. Mueh provided the

Board a snapshot of the Division I athletic demographics. He shared that there are approximately 827 athletes, a 36% increase in total intercollegiate athletes over AY 2011-2012. Mr. Sandoval commented that 13% of the athletic department is African-American which is twice the percentage of African Americans within the cadet wing. Dr. Mueh confirmed the numbers and Maj Gen Harris inquired on how those cadets perform academically. Dr. Mueh replied that graduation and attrition numbers for minorities are comparable to other non-minority cadets.

Dr. Mueh shared potential sequestration impacts on the USAFA athletic department and Mr. Ginsberg highlighted the overall issue that the Air Force must meet certain budget reductions by the end of the fiscal year. Lt Gen (ret) Jameson commented that the Air Force has a \$12.4 billion shortfall for FY 2013. Mr. Ginsberg explained that with sequestration, every program is cut across the Board with the limited exception of certain protected areas such as military personnel accounts.

Next, Dr. Mueh briefed highlights from the athletic department. Specifically, Dr. Mueh shared that men's soccer won the Mountain Pacific Sports Federation; both the indoor and outdoor men's title in track and field; men's ice hockey advanced to the Atlantic Hockey Association quarterfinals; football played in their 6th consecutive bowl game; men's gymnastics ranked 1st for the 3rd year in a row; and USAFA won their 3rd straight conference sportsman of the year award.

Chairman Sandoval applauded the athletic department efforts before the meeting was adjourned.

(The meeting adjourned at 5:11 p.m.)

SUPERINTENDENT'S UPDATE

Chairman Sandoval called the meeting to order at 9:00 AM on 16 March and announced that the next order of business would be the Superintendent's update.

Lt Gen Gould explained that he would present some challenges, successes, and provide a snapshot of USAFA's future to the Board. Lt Gen Gould began with cadet challenges, and shared an unfortunate cadet loss and discussed a recent "cadet save". He reiterated that USAFA's emphasis must be on identifying distressed cadets.

Next, Lt Gen Gould discussed the effects of sequestration and explained USAFA is expecting \$10-12 million in cuts to the Operations and Maintenance (O&M) funds. Lt Gen (ret) Jameson shared his outrage for sequestration and the impacts it will have in the war zone and pilot training hours. Mr. Wiley commented that he is hopeful that when the government looks at priorities, the military, and specifically the Air Force Academy, will be properly prioritized. Congressman Lamborn agreed and Lt Gen Gould provided the Board with specific impacts of O&M reductions including: 20% cut in civilian pay for the next 6 months, 18% reduction in flying hours that would lead to two-thirds of the entire Air Force's flying unit being noncombat ready by summer, Air Force tiered readiness, etc.

Mr. Ginsberg shared his thoughts on the effects of sequestration. He reiterated that approximately 180,000 civilians may be impacted by a 20% reduction in salary, reduced retirement contributions, and leave accrual. Additionally, he said that would affect the number of hours civilian employees are working on the days they are not furloughed, limiting their time to 8 hours per day. Mr. Ginsberg noted that the impact would be far reaching and military personnel would be impacted by the cuts to programs like tuition assistance, Airman Family Readiness Centers, etc.

Maj Gen (ret) Harris asked if the cuts would be retroactive and Lt Gen Jones explained that it would not be retroactive and that sequestration is different than a lapse in appropriations. Lt Gen Gould shared USAFA actions to date (i.e. discontinued work on some Fix USAFA projects, cut back on faculty development and recruiting, etc.) to prepare USAFA for the cuts to O&M discretionary funds. Lt Gen Gould pointed out that the Army and Navy cuts are even tougher than the Air Force's reductions. He said that the goal is to decrease enough now to still conduct cadet summer academics, military, airmanship, and athletic training.

Next, Lt Gen Gould discussed the USAFA health and welfare inspection in response to Gen Welsh's guidance to review the environment in which people work. Lt Gen (ret) Jameson asked if USAFA differentiated between cadet areas and the rest of the Academy grounds and Lt Gen Gould responded that the inspection was across the board. Lt Gen (ret) Jameson noted that Gen Welsh called every Air Force wing commander to Washington last year, and talked to them for a full day about the Air Force environment to ensure that this topic is not taken lightly.

Lt Gen Gould discussed the admissions process and commented that of the 570 appointed offers for the class of 2017 there was not one first-generation college candidate and the distribution of family income did not have a lot of diversity. He said that for USAFA to diversify, the Congressional nominations must be more diverse.

Lt Gen Gould updated the Board on the Air Force Academy Athletic Corporation (AFAAC) and said ideally the corporation would be running by 1 July 2013. He shared that with sequestration and tight budgets; AFAAC provides an opportunity to make money in USAFA athletic endeavors. Lt Gen Gould pointed out that Mr. Ginsberg and Air Force General Council will work through the remaining issues and Mr. Ginsberg stated that they do have a way ahead. He shared that the fundamental athletic needs of cadets will be supported through AFAAC. In addition, the relationship will contribute to Academy long term growth. Lt Gen Jameson asked if it would change the Board of Visitors relationship with the athletic director and Mr. Ginsberg explained that the BoV responsibility would remain the same and they would continue to focus on the health, morale, and welfare of USAFA cadets.

Chairman Sandoval asked if Mr. Ginsberg felt that an individual from AFAAC would come and brief the Board and Mr. Ginsberg replied that they could be invited to present. Lt Gen Gould noted that USAFA has complete oversight of AFAAC. Mr. Ginsberg shared that AFAAC will present to the Board once the vision and operating intent is sorted out to ensure that the BoV is able to analyze the physical training, and the intercollegiate work of cadets.

Lt Gen Gould announced that Maj Gen Michelle Johnson had been nominated to the rank of Lieutenant General and USAFA Superintendent. He said Maj Gen Johnson would be coming from Supreme Headquarters Allied Powers Europe (SHAPE) and that the change in command would take place 9 August 2013. Lt Gen Gould shared news on Brigadier General select Tim Gibson and Major General select Greg Lengyel who would likely remain at USAFA for at least another cycle.

Lt Gen Gould announced that the USAFA diversity plan had been published, and commented on the hard work of the USAFA diversity team. He explained that the next phase would be the implementation and Chairman Sandoval asked if the diversity plan was downloadable. Lt Gen Gould replied that he would get the information out to the Board. Lt Gen Gould shared a few cadet highlights including: approximately 4,000 cadets participated in religious training and respect; powered flight team won their

26th regional championship; cadets marched in the inaugural parade in Washington, D.C.; celebration of 100th night; and strong cadet athletes in tennis and basketball. Lt Gen Gould mentioned the resilience of the USAFA flying team due to major air space changes and said that the USAFA prep school had done an outstanding job with the Combined Federal Campaign.

Next, Lt Gen Gould updated the Board on the National Character and Leadership Symposium (NCLS), and Chairman Sandoval encouraged all Board members to attend during their time on the BoV. Lt Gen Gould shared the cadet's work with science, technology, engineering and math (STEM) outreach and provided the Board with an update on the Chinese delegation visit to the Academy.

Finally, Lt Gen Gould updated the Board on the Dean of Faculty selection process. He shared that the Secretary of the Air Force drove the selection process and USAFA interviewed 10 candidates from the 64 applications received. Lt Gen Gould noted that a nomination is headed forward to the SECAF. Maj Gen (Ret) Harris asked if USAFA has ever had a civilian Dean and Lt Gen Gould replied that USAFA has never had a civilian in that position.

Chairman Sandoval announced a 5 minute break before the Board went into a closed session.

(The open session dismissed at 10:08 a.m.)

CHARACTER UPDATE BRIEF (CLOSED SESSION)

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

(The closed session ended and the open session reconvened at 11:48 a.m.)

IMPACT OF NDAA REQUIREMENTS

Chairman Sandoval welcomed everyone back to the open session and shared that the next presentation would be from Col Barzler and Col Renner on the impact of National Defense Authorization Act (NDAA) of 2013 requirements. Col Barzler explained the NDAA requires that all unit commanders conduct a unit climate assessment within 120 days of taking command, as well as ensuring the unit climate assessment includes an opportunity for service members to opine on the effectiveness of the commanders' action in receiving and acting on complaints.

Col Renner explained that on the cadet side, a permanent party survey had been given with each incoming commandant. The cadet squadrons have an EO-conducted climate assessment as well as the Defense Manpower Data Center survey, and Service Academy gender relations survey conducted every 2 years. Mr. Ginsberg asked if that survey was released in December and Col Renner confirmed the December release. Mr. Ginsberg clarified that the climate assessment is conducted every two years as part of an Air Force Instruction (AFI) requirement. Col Renner confirmed and added that the survey is directed by the Superintendent.

Next, Mr. Ginsberg asked if we have the baseline climate assessments that every Air Force unit undertakes and Col Renner replied that USAFA has not been doing the baseline assessments. She explained that USAFA has to be careful of the rules that are in place with the DoD survey since you are not allowed to ask similar questions in other survey instruments.

Brig Gen (Ret) Ms. Thornhill asked if the USAFA population is over-surveyed and Col Renner replied that they are surveyed frequently. Mr. Ginsberg pointed out that all the surveys cadets participate in are not the same. He said in addition to the legislative and Air Force headquarters mandated studies, teachers conduct ad hoc surveys, so if you want to make sure that cadets complete a survey, you need to have the Superintendent point out that the particular survey is important. Mr. Ginsberg pointed out that offering surveys strategically is important to eliminate survey fatigue among participants.

Maj Gen (Ret) Harris asked about the development of survey instruments and Col Renner replied USAFA builds many surveys in house; however the unit climate assessment and the Defense Manpower Data Center survey are built outside of USAFA. Col Barzler noted that USAFA has been fulfilling NDAA requirements since 2004.

Col Barzler explained that section 573 of the NDAA requires a special victim's capability and Chairman Sandoval asked if victims will be given an Air Force lawyer or a civilian lawyer. Col Barzler said that victims are given an Air Force lawyer. He shared that USAFA has gone beyond the NDAA requirements and established a special victims counsel, trained 60 Air Force JAs, and will continue to grow this program in the future. Mr. Ginsberg asked about the benefits of the program and Col Barzler replied that the strength is giving victims the opportunity to develop an attorney/client relationship.

Mr. Ginsberg confirmed that this is a pilot program and other services are not going into the level of depth as USAFA. Chairman Sandoval asked if a victim could hire outside counsel and Col Barzler confirmed that they may.

Next, Lt Gen Jones commented that the term "victim advocate" has morphed and now NDAA requires a Sexual Assault Response Coordinator (SARC) and a victim advocate to complete 40 hours of training. Mr. Ginsberg stated that the Air Force is going to the model that USAFA currently has in place.

Mr. Ginsberg shared that the Air Force has focused on providing victims what they need from a legal standpoint. He said that although sexual assault issues are rare, the Air Force wants victims to feel comfortable to come forward. Maj Gen (Ret) Harris asked if there were trends among the accused perpetrators and Col Barzler replied that there is limited commonality among the USAFA cases. Lt Gen Jones added that Air Force sexual assault is typically blue on blue and for the most part; the cases they see are individuals with boundary issues.

(The NDAA presentation ended and the Board went straight into sub-committee outbriefs.)

SUB-COMMITTEE OUTBRIEFS

Chairman Sandoval gave the subcommittee outbrief and shared that the Board discussed the need to change the subcommittee structure. He shared that the BoV will have one strategic subcommittee and one super committee with all BoV members. Chairman Sandoval explained that in the past there have not been a sufficient number of BoV members to cover all the subcommittees properly; therefore the super committee will address all issues of concern. Chairman Sandoval shared that the subcommittees also discussed sexual assault and suicide issues at USAFA, as well as the transition to the new Superintendent. He noted that for the June BoV, USAFA senior staff will VTC or teleconference into the meeting due to severe budget issues. Chairman Sandoval mentioned that the Board discussed General Welsh's directive to review USAFA and commented that this issue would be worked with the new Superintendent as well.

Chairman Sandoval reminded the Board that the next meeting would take place 13 and 14 June in Washington, DC and asked the BoV members to stay for an administrative session.

(The proceedings were adjourned at 12:29 p.m.)



LAMONT A. COLEMAN, Lt Col, USAF
Executive Secretary



ALFREDO A. SANDOVAL
Chair, USAFA Board of Visitors