

**The US Air Force Academy (USAFA)
Board of Visitors (BOV) Meeting Minutes
14 June 2013 / 0800 – 1700**

Russell Senate Office Building, SR-485 in Washington D.C.

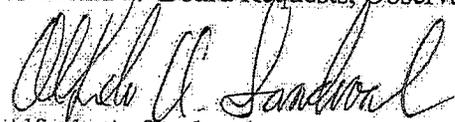
This report and the recommendations contained herein are based upon the Board of Visitors' independent assessment of the facts presented by the Department of the Air Force and The US Air Force Academy. Any Board of Visitors' recommendations are based upon the consensus opinion of the members, and were reached without any influence from interested parties. Board of Visitors members, if they disagree with the majority position, are encouraged to submit Minority Statements and, when submitted, they are attached to the final Board of Visitors' report for consideration by the Department of the Air Force.

Section I: Board Attendance

Section II: Board Activities and Discussions

Section III: Board Actions

Section IV: Board Requests, Observations, and Recommendations



Alfredo A. Sandoval

Chair, USAFA Board of Visitors

November 15, 2013

Attachments:

1. Board of Visitors Tracking Matrix
2. Board of Visitors Slide Deck

Section I: Board Attendance

Members Present:

- Mr. Alfredo Sandoval (Chair)
- Lieutenant General (Ret) Arlen "Dirk" Jameson (Vice Chair)
- Representative Jared Polis (D-CO)
- Representative Doug Lamborn (R-CO)
- Representative Niki Tsongas (D-MA)
- Maj General (Ret) Marcelite Harris
- Dr. Thomas McKiernan
- Mr. Fletcher "Flash" Wiley
- Brigadier General (Ret) Dr. 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)

Air Force Senior Staff:

- Honorable Daniel Ginsberg, SAF/MR
- Lieutenant General Frank Gorenc, AF/CVA
- Lieutenant General Darrell Jones, AF/A1
- Ms. Francine Blackmon, SES, USAFA BoV Designated Federal Official (DFO)

USAFA Senior Staff:

- Lieutenant General Michael Gould, Superintendent
- Brigadier General Greg Lengyel, Commandant of Cadets
- Brigadier General Dana Born, Dean of the Faculty
- Colonel Tamara Rank, Vice Superintendent

BoV Executive Secretary:

- Lieutenant Colonel LaMont Coleman (AF/A1PT)
- Major Mark Cipolla (AF/A1PT)
- Dr. Thomas Langdon, GS-15, USAFA BoV Alt DFO

Section II: Board Activities and Discussions

- The US Air Force Academy (USAFA) Board of Visitors (BOV) meeting convened at 10:00AM on 14 June 2013 in the Russell Senate Office Building, SR-485, Washington D.C. Mr. Alfredo Sandoval chaired the meeting, open to the public, and was advertised in the Federal Register on 28 May 2013 (Vol. 78, No. 102). Ms. Francine Blackmon, Designated Federal Officer, was present and a quorum was met.
- Prior to the official proceedings, Mr. Ginsberg presented the Commander's Public Service Award to former board member Mr. Robert "Robin" Hayes. Mr. Hayes provided comments of gratitude to the board and appreciation.

- Mr. Sandoval called the meeting to order. Previous meeting minutes for March 2013 BoV were brought to the table for a vote and were approved with no opposition. Air Force senior staff was invited to offer any initial comments. Lieutenant General Gorenc stated he was honored to represent the Air Force Chief of Staff and looked forward to the discussion. Mr. Sandoval invited Lt Gen Gould to proceed with the Superintendent Update.
- **Superintendent's Update**
 - Prior to the start of the Superintendent's Update, Lt Gen Gould described the on-going wild fires in the Colorado Springs area which destroyed over 350 homes but did not directly affect the Academy and Peterson AFB area. Over 700 people were evacuated from their homes and there were two deaths associated with fire; however, they were not members of the USAFA family.
 - Lt Gen Gould reflected on his 38 plus years of USAF experience to reflect how far we have come and began his brief with an update on the recent USAFA graduation. Although the Thunderbirds were missed, The Texas Flying Legends volunteered to support the cadets with a fly over of B25s, P55s and P47s.
 - He provided a statistical comparison of graduations from 2010 to 2013 highlighting both an increase and decrease in the selection of specific AFSCs. For example there was a significant decline in Combat Systems Officer, Air Battle Manager and Airfield Operations. With over 1,350 graduates in 2013. Lt Gen Gould was concerned that only 50% of incoming class (class of 2017) entered the Academy Potentially Pilot Qualified (PPQ). Mr. Wiley asked why cadets are volunteering for rated positions at a lower rate. Brig Gen Lengyel, Commandant of Cadets, stated the academy is researching the topic.
 - Historically, USAFA was achieving 65% eligibility rates; however, recently that has dropped to 50% due to a decrease in the PPQ rate. Lt Gen Jones asked if USAFA is looking into opening Falcon Foundation to more than just pilots. According to Lt Gen Gould, USAFA will be looking into many options.
 - Lt Gen Gould continued with his briefing. Civilian furlough is a budget challenge with 1,500 civilians impacted; \$4.2 million in lost pay--average; faculty \$1,860/non-faculty \$1,113
 - Quite a bit of USAFA leadership turn-over this summer. Col Tamara Rank retired last week replaced by Col Evan Miller (Vice Superintendent). Brig Gen Dana Born retiring replaced by Col Andy Armacost next week (Dean of Faculty). Col Tim Gibson retiring will be replaced by Col Stacey Hawkins (10 ABW CC) and Col Mark Dierlam, HAF USAFA Liaison, will be replaced by Col Allen Hess
 - The Character and Leadership Development Project started in Jan 13 and as of this BoV was approximately 9.5% complete with an expected completion date of Sep 14.

- The AF Academy Athletic Corporation (AFAAC) just received tax exemption. AFAAC is a nonprofit business model which compliments the strategic fundraising for the USAFA Endowment with the potential to grow new revenue streams. AFAAC contact list will be provided to Mr. Wiley per his request. Mr. Ginsberg provided the board with further details to explain how this program will be carried out and the necessary steps in order to protect any and all controversies. Currently, USAFA along with SAF/MR and SAF/GC assisted in developing language to amend current law regarding Academy Athletic Programs, Subsection (e) of 4 Section 528 of the National Defense Authorization Act for Fiscal Year 2010. This legislation is needed to modify the authority for support for the Air Force. It basically covers three specific areas which are 1) Acceptance of Support; 2) Leases, Contracts, Grants and Cooperative Agreements; 3) Trademarks/Service Marks. Congresswoman Tsongas asked why legislation is the deciding factor. Response was that it's a formality to clarify expenses. Maj Gen (ret) Harris asked for clarification on the correlation between the board members, USAFA, and legislation. Ms. Hoppin asked who would one contact for donations. Mr. Sandoval stated more on this topic would be discussed during the end of session administration period upon the departure of USAFA personnel.
- USAFA Endowment is working toward a project to renovate Falcon Stadium. It has been about 50 years since this stadium has been updated. Construction is on track to begin in Dec 14 with the goal of creating an environment to build and improve morale while influencing increased attendance. This will be done all with donated funds (~\$60-80 million).
- Lt Gen Gould addressed several ongoing programs such as Polaris Warrior which is an annual combat skills competition. The Summer Military Training activities have had challenges given high temperatures. These programs have also been affected by sequestration but continue to offer the cadets experiences during the summer. DACOWITS visit occurred in early Apr 13, and the informal out brief was very positive; awaiting formal out brief.
- 2013 Warrior Games have become the venue for many major events for wounded warriors. Two-hundred and sixty (260) veterans competed this year and Prince Harry participated and spoke to wounded warriors. Prince Harry's presence has brought international media coverage/spotlight.
- Character of Leadership and Development is a meaningful event for all cadets. Cadets paid their own way to Florida to honor the Doolittle Raiders reunion. Lt Gen Gorenc and Mr Sandoval provided comments on the fund based reunion for such an emotional event. Final toast will be in November with a slight adjustment to include 3 (of the 4 remaining) vets to take the toast together.
- LT Gen Gould provided selected statistics on the USAFA Class of 2017. Target was 1,180, and USAFA was very close to meeting it with 1,179. While reviewing the slides, Mr. Sandoval commented that diversity is more than race. He went on to point out that USAFA has the largest African American numbers

he had seen; very impressive because this segment is the hardest to recruit.

- Lt Gen Gould commented on graduation numbers, looking at 2013 and 2010, USAFA graduation numbers decreased from previous years to 1024 and 999, respectfully. The graduation numbers for 2014 and 2015 will be even lower to maintain less than the HAF-mandated 4,000 cadets.

- Lt Gen Jones asked about the projected accessions guidance quotas and Lt Gen Gould stated the USAFA target was 528 for pilots. Lt Gen Jones then asked what has caused the decrease in pilot volunteers and what could be done. Lt Gen Jones asked USAFA to attempt to increase their applicants. Lt Gen (ret) Jameson asked if pilot qualified Cadets are electing not to be pilots and the answer was yes. Lt Gen Gould stated this was the first year USAFA has not met its rated goal. His concern is that only about 50% of the incoming class was Potentially Pilot Qualified. We are however working on modifying the syllabus to have early courses in aviation to create a greater awareness. Lt Gen Gould went on to say the cadets need to see those aviators in the hallways and classroom. They need role models early on to mold their desires. Lt Gen (ret) Jameson asked if USAFA was meeting Air Force pilot quotas and Lt Gen Gould stated that yes they were; however, they will work with Lt Gen Jones on getting qualified numbers and number of pilots. CM Polis asked if USAFA's work and outreach for recruiting is having a positive impact on diversity. Lt Gen Gould stated they are very active; however, certain districts of Congress do not nominate or the nominations are minimal. Mr. Sandoval stated that 187 districts do not nominate at all. Demographics (as of May 30) was presented and discussed among the BoV. This was the first year USAFA was below the target number for pilots. For USAFA production purposes however, they are meeting the needs of the USAF. Congress is looking into information to provide better impact to the needs of the USAF throughout each district with the US.

- **Character Update (CLOSED SESSION)**

- **Diversity Inclusion Plan**

- Dr. Jack Wilks provided a brief to the BoV outlining USAFA's Diversity Inclusion Plan that was signed by the superintendent in April 2013. The plan was constructed using a phased approach. Phase I included strategic planning using foundational documents such as Government-wide Diversity and Inclusion Plan from 2011, Air Force Policy Directives, and the Air Force Strategic Diversity Roadmap. Phase II involved developing the Diversity Plan Assessment and Reporting Annex with Phase III being the reporting measurement and reporting mechanisms. . Additional details are located in the attached slides.

- Mr. Sandoval made a point that working on creating environment where all diverse individuals can reach goal is everyone's responsibility and lauded the plan. Maj Gen (ret) Harris asked for clarity on the overall goal. Dr. Wilks, USAFA, stated that ultimately the action plan is to support strategic plan and produce the best officer that embodies core concepts in Air Expeditionary Force with diverse competition. He went on to say that it is difficult to narrow down to

one goal or outcome. Maj Gen (ret) Harris said she thought we were looking for a “reflection of our US diversity”. Dr. Wilks responded by saying that USAFA was working on broadening to increase group diversity.

- Mr. Sandoval made further comments on D&I Plan. The goal ultimately is to produce the best United States officers to lead and command in a globalized, Air and Space World. The question was asked “what is the goal” by Maj Gen (Ret) Harris. We desire for everyone to view USAFA as another great opportunity for employment, there are at least six specific goals. We desire for our applicant pool to be very wide spread to recruit on the best and brightest individual’s for today’s USAF.

- **Development of a USAFA Second Lieutenant—Part 2**

- The floor was turned over to Col Joe Sanders, Director, Center for Character and Leadership Development (CCLD), to discuss progress and programs. He went on to describe authorities to which USAFA subscribes. Department of Defense Directive 1322.22, Service Academies, provides the overall direction on the foundational mission of Service Academies which are to produce career-motivated officers who are immersed in traditions and professional values essential to the US Armed Forces; experienced in an intense professional military environment embracing values, attitudes and traditions.
- According to Lt Col Basik, USAFA pursues this mission with the Officer Development System. This system is designed to organize cadet experiences to achieve goals and mission by ensuring cadet development aligns with Air Force Institutional Competencies and USAFA institutional outcome. The competencies develop progressively across all levels of leadership using the Personal, Interpersonal, Team and Organizational (PITO) concept.
- Lt Col Basik went on to cover how USAFA ensures cadets are provided comprehensive education and training as required in Air Force Directive 1-1, Leadership and Force Development. A military officer has the responsibilities as a warfighter, servant of the Nation, a member of the profession of arms and a leader of character to live honorably, lift others through support and development, and elevate performance toward a common purpose.
- Col Sanders explained how USAFA develops leaders of character. They deliver this through experiences that focus what it means to live honorably through the consistent practices of virtues embodied in the Air Force Core Values; lifting others to their best possible selves, and elevating performance toward a common and noble purpose. This is done progressively over the course of their 4-years using the aforementioned PITO process.
- Mr. Wiley stated that USAFA has 4 years to develop cadets. What kind of character development do we have to conduct to ensure all cadets (ROTC and USAFA) are to the same level? A follow up question from Brig Gen (ret) Thornhill was “What do we need to do to develop a 2Lt?” Is there a cheaper way to do so? Both Brig Gen (ret) Thornhill and Maj Gen (ret) Harris agreed that

changing the USAFA curriculum and providing more tools for longevity may be needed as many leave earlier than expected even though so much effort was put into development. Others added to the discussion such as “Why did they leave?” Is it because of money? They leave but what we want is a leader in the military. Lt Gen (ret) Jameson stated that they got their money and left. It’s not about who pays but why they leave. He stated many come because they want to play Division 1 sports; however, that is not the reason we want them. Mr. Wiley countered by saying that even though they leave doesn’t mean they do not become leaders in our nation. He stated that many only may stay for 5 or 6 years and leave but rise to significant and successful leadership positions within industry or government with many giving back much more than given. Lt Gen Jones followed on by stating that life situations change and motivation change ... we can try surveying to determine why some leave but individual don’t always want to share “why”. Life is easier for some in the military and others think “the grass is greener” out.

- Lt Gen Gorenc finalized all comments to explain how in fact character development is steadily improving. We are growing leaders for America and all do not stay. However, this development mechanism provides citizens who are better as a result of USAFA’s efforts. You can have character but you need dedication and warrior spirit. Re-examining the requirements for this process is still an ongoing battle and that should be considered.

- **Subcommittee Out Brief**

- Mr. Sandoval asked for a comprehensive brief on the new Non-Profit AF Academy Athletic Corporation at the next BoV. In addition, he asked USAFA to continue to develop metrics on the quality of USAFA graduates. With regard to Character Updates Sessions (CLOSED), the request was made to expand data collection that could be reported to the Board.

- **Board of Visitors Annual Ethics Training**

- Michelle Simms, Director, Air Force Ethics Office (Fiscal, Ethics & Administrative Law) provided annual ethics training for all BoV members. The training included the following topics with specific details contained in the attached slides:
 - AF Ethic Principles
 - Federal Administrative Advisory Committee explanation
 - Understanding Special Government Employee (SGE) status
 - Relevant Rules
 - Criminal conflict of interest statutes
 - Administrative regulations

- **Closing comments**

- Mr. Sandoval thanked everyone for their participation in the discussion. Mr. Ginsberg and Lt Gen Gorenc echoed his comments and felt that it was a very

productive day.

- On an administrative note, Mr. Sandoval asked that the Board Secretariat provide the read-ahead information as soon as possible and when the minutes are produced would like the newly developed BoV Tracking Matrix and slides to all open sessions be made part of the minutes.

Section III: Board Actions

- Mr. Sandoval stated the BoV will continue to refine the BoV Action Tracker/Matrix and will use this tool to maintain focus.

Section IV: Board Requests, Observations, and Recommendations

- None