

**MINUTES OF THE REGULAR MEETING
OF THE
BOARD OF VISITORS
UNITED STATES AIR FORCE ACADEMY**

6-7 MARCH 2014

**APPROVED BY THE
USAFA BOARD OF VISITORS
17 JUNE 2014**

INDEX

<u>TOPIC</u>	<u>PAGE</u>
ATTENDANCE	2
OPENING COMMENTS	4
BRIEFINGS	
SUPERINTENDENT'S UPDATE	4
FINANCIAL SUPPORT BRIEFING	8
AFAAC BRIEFING	8
USAFA ENDOWMENT BRIEFING	10
ASSOCIATION OF GRADUATES BRIEFING	10
USAFA CURRICULUM OVERVIEW	11
GRADUATE ASSESSMENT SURVEY BRIEFING	12
PREPARATORY SCHOOL OVERVIEW	13
CLOSING REMARKS	14
SCHEDULE OF FUTURE MEETINGS	15
SUMMARY OF FOLLOW-ON ACTIONS	15

**MINUTES OF THE REGULAR MEETING
BOARD OF VISITORS (BoV)
UNITED STATES AIR FORCE ACADEMY (USAFA)**

The Designated Federal Officer opened the meeting of the USAFA Board of Visitors at 0906 on Thursday, 6 March 2014.

ATTENDANCE

MEMBERS PRESENT:

Mr. Alfredo Sandoval (Chair)
Lieutenant General (Ret) Arlen "Dirk" Jameson (Vice Chair)
Major General (Ret) Marcelite Harris
Dr. Thomas McKiernan
Brigadier General (Ret) Dr. Paula Thornhill
Ms. Sue Hoppin
Mr. Fletcher "Flash" Wiley - via telecon
*Mr. Stuart Feinhor – Congressional Staffer for Representative Polis
*Dr. Hal Bidlack – Congressional Staffer for Senator Bennet
*Mr. Lee Colburn – Congressional Staffer for Representative Lamborn
*Mr. David Williams – Congressional Staffer for Senator Udall - via telecon

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)
Representative Niki Tsongas (D-MA)

AIR FORCE SENIOR STAFF:

Mr. Gordon Tanner, SAF/MR
Lieutenant General Sam Cox, AF/A1
Ms. Tina Strickland, GS-15, USAFA BoV Designated Federal Official (DFO)

USAFA SENIOR STAFF:

Lieutenant General Michelle Johnson, Superintendent
Colonel Evan Miller, Vice Superintendent
Ms. Gail Colvin, Director of Staff
Chief Master Sergeant Steven Ludwig, Command Chief
Brigadier General Greg Lengyel, Commandant of Cadets
Brigadier General Andrew Armacost, Dean of the Faculty
Dr. Hans Mueh, Athletic Director
Colonel Rich Fogg, 10th Air Base Wing Commander
Colonel Kabrena Rodda, Preparatory School Commander

Colonel Al Hess, HAF USAFA Liaison

Colonel Carolyn Benyshek, Admissions Director

Colonel Joe Rizzuto, 306th Flying Training Group Commander

Lieutenant Colonel Chris Nelson, Director, Strategic Plans, Programs, Requirements and Assessments

Lieutenant Colonel Frank Verdugo, Director, Financial Management and Comptroller

Lieutenant Colonel Edward Haskell, Chief, Officer Development Directives, Policy and Integration Division

Mr. Dave Cannon, Director of Communications

Ms. Laurie Carroll, Director, Manpower and Personnel

Major Darrin Skousen, Deputy Staff Judge Advocate

SPECIAL BRIEFERS:

General Steve Lorenz, (Ret.), USAFA Endowment

Mr. Thompson, Associate of Graduates

Mr. Derm Coll, Air Force Academy Athletic Corporation

BoV EXECUTIVE SECRETARY:

Major Mark Cipolla

OPENING COMMENTS

At 0906 Ms. Strickland called the meeting to start and delivered the Designated Federal Officer's (DFO) comments. She explained her role as the liaison between the board and the Air Force and her responsibility for ensuring that all the factors, provisions, and requirements are met regarding operation of the BoV, and this includes ethics, financial disclosures, and conflicts of interest. She also noted this meeting was not a public docket as no questions were submitted. Ms. Strickland then turned the meeting back over to Mr. Sandoval who stated his appreciation for all personnel in attendance to include the members of the Board and the press in attendance.

Mr. Sandoval officially called the meeting to order, took attendance for the public record, reviewed the agenda for the day, and received approval from the Board members for the January USAFA BoV meeting minutes. The Board had a lot of input into this meeting's agenda, it's comprehensive, and it goes to the priorities and the objectives of this board.

Mr. Sandoval stated the BoV priorities for today's meeting are:

- 1) Understanding the USAF budget and its impact to this institution, how it affects the Dean of Faculty, and the cadet wing
- 2) Understanding of the cooperative agreement between USAFA and the AFAAC; their strategy to fulfill the cooperative agreement's contractual funding obligations
- 3) Reviewing the Prep School's overall mission and performance
- 4) Participating with the Chief of Staff's directed review regarding quality of USAFA graduates to meet USAF requirements

Mr. Sandoval then handed the meeting over to Lt Gen Johnson for the Superintendent's Update.

SUPERINTENDENT'S UPDATE:

Lt Gen Johnson discussed the Air Force's academy role as the Air Force's Academy. The Academy is part of the Air Force, and USAFA is trying to be more relevant to what the Air Force needs us to be. Lt Gen Johnson shared the research the Academy has been doing with Air Force labs to help give a practical education to the cadets, but also generally to contribute to the Air Force.

Lt Gen Johnson described how senior USAFA leadership developed the "Essence" of the Academy in response to General Welsh's tasking concerning what makes a second lieutenant. She handed the briefing over to Col Miller to present the "Essence" briefing.

Col Miller began with the purpose of the Academy is to produce leaders that are exceptionally well-prepared to lead in a complex, challenging, technically sophisticated and ever-changing geopolitical environment.

Col Miller detailed what makes the Academy unique as an institution. He briefed the 8 elements of the "Essence" of committed and capable top-quality lieutenants.

- 1) Developing Character and Leadership: The Academy provides opportunities to all cadets to learn and apply character and leadership principles through daily challenges. The honor code

guides the development of each cadet in everything they do; setting them on a path of living honorably.

2) Focusing on the Air Force Mission in air, space, and cyberspace: Through world-renowned air, space, and cyberspace programs, cadets gain an operational mindset and appreciation for the wide range of Air Force missions. Our programs give them a deeper understanding of the profession of arms.

3) Living the Total Experience: Cadets spend 4 years living an intense military environment while earning a college education. This environment synthesizes their experience; enabling them to become fit, ethically based, service-minded officers ready to lead and mentor the next generation of Airmen.

4) Harmonizing STEM and the Liberal Arts: Graduates are not just engineers, logisticians, pilots or doctors. They are leaders that obtain a robust education steeped in humanities while providing necessary Air Force specialties. Their education prepares them for the uncertain and ambiguous operational environments they will certainly face.

5) Competing: The Academy experience challenges each cadet to balance their priorities and excel in programs ranging from academics, intercollegiate, intramural, club, cyber, military and Airmanship programs. Competition enhances their determination, demands commitment, and teaches life lessons.

6) Internalizing the Air Force Ethos: Cadets are grounded in Air Force doctrine and history, utilizing their experiences to become leaders of character with an Air Force ethos and expeditionary mindset who are culturally aware, motivated professionals dedicated to serve the nation.

7) Exposing Cadets to Professional Air Force Culture: With more than half our faculty and staff having served, cadets will be exposed to active duty personnel and career civilians, sharing critical experiences and better preparing them to be second lieutenants.

8) Elite Air Force Installation: Each component of the essence stands on the shoulders of an elite Air Force installation, one capable of providing world-class specialized support and infrastructure.

Col Miller concluded his briefing with the Academy's goal to implement a strategy focused on those cadet activities that have the highest priority to prepare lieutenants to lead Airmen.

Maj Gen Harris asked what do the cadets think they are getting? What is it the cadets can see from this other than I'm taking over Basic Cadet Training?

Lt Gen Johnson answered by stating the commandant is giving the cadets more responsibilities and making them accountable for decisions they make. She explained the cadets are taking this to heart as they don't want to mess it up for future classes.

Dr. McKiernan stated as a former cadet, this is a breath of fresh air and about time. He stated his concern for ensuring the experience of leadership at a high level is experienced by as many of the class as possible. It's really important all class members get an opportunity to lead.

Lt Gen Johnson stated the program is maturing but not fully mature. It is just a starting point to move forward to adopt the types of changes to meet the fundamental components of the essence.

Maj Gen Harris stated that the Academy has built a living program and recognized things need to change to grow.

Lt Gen Johnson resumed her portion of the briefing starting with the budget. The first area is the FY15 Budget Reductions driven by the President's Budget. In total, USAFA will lose 99 positions, both civilian and military, starting in FY15, along with structural changes to Dean of Faculty, Cadet Wing, and Athletic Department. Losing the 99 positions amounts to 3% cut across USAFA; 29 positions within the Dean of faculty, 40 positions within the Cadet Wing, and 30 positions within the athletic department.

Lt Gen Johnson explained the 10th Air Base Wing and 306th Flying Training Group were not cut in this round of cuts as USAFA's previous budgetary cuts were absorbed by the 10th, and so they were already cut to the bone (roughly 60% cuts and 1/3 Mitchell Hall staff). Lt Gen Johnson added the 306 FTG was cut by 14% of their civilian positions (10 total) in FY12, and have not been asked for additional cuts at this time.

Lt Gen Johnson moved onto the Dean of Faculty, the Cadet Wing, and the Athletic Department portion of her briefing.

Lt Gen Johnson briefed that the Department of Faculty will be phasing out 10 majors over the next 3 years, as well as eliminating 3 course requirements. For the affected majors, cadets currently enrolled will have the opportunity to graduate with that major. The decisions concerning which courses to cut were conducted in a deliberate, thoughtful, and faculty-centric curriculum process. These changes will not affect our accreditation and standing as a top-flight academic institution.

Lt Gen Johnson continued with the Cadet Wing reductions are 2 Academy Military Trainers (AMTs) to 1 AMT per squadron, for a total reduction of 40 enlisted positions. USAFA's leadership deliberately maintained the current Cadet Wing structure of four groups and 40 squadrons because they wanted to ensure high-level leadership opportunities for cadets remained. The distinctive leadership opportunities that allow cadets to practice leadership theory and learn from their experiences were important to preserve.

Lt Gen Johnson briefed the Athletic Department will lose 30 civilian manpower positions and a 10% funding cut across all 27 intercollegiate sports. USAFA will take a more business-like approach to athletics and integrate the Air Force Academy Athletic Corporation (AFAAC). They will stay focused on the Academy's mission of producing leaders of character.

Lt Gen Johnson alluded to the 18 concurrent force management programs at USAFA for active duty and there are approximately 1,000 USAFA personnel eligible for one of these programs. These programs support the Chief's intent of reducing up to 25,000 personnel Air Force-wide. These

programs are tough, emotional, and confusing for a lot of our folks. USAFA leadership is ensuring their personnel are receiving all pertinent information concerning these programs.

Lt Gen Johnson ended her Superintendent's Update with by covering the game plan for future meetings. USAFA leadership and the DFO came up with a predictable battle rhythm that will guide the main topics for the quarterly BoV meetings.

Mr. Sandoval added his support for the proposed battle rhythm as the Board ensures their oversight stays at the 50,000-foot level and sticking to advice and recommendations.

FINANCIAL SUPPORT BRIEFING:

Col Miller provided an overview of the nonprofit landscape at the Academy and how they are making sure they mesh the nonprofit organizations together. There has to be a directional line of commitment and a meshing of the Air Force Academy Athletic Corporation (AFAAC), the USAFA Endowment, and the Association of Graduates (AOG). These organizations working together in close coordination and aligned to help support the mission of the Air Force Academy. He will provide a brief overview and then will turn it over to Mr. Dermot Coll for the AFAAC, General Lorenz for the endowment, and finally Mr. Thompson on the AOG.

Col Miller summarized the AFAAC as a Revenue Generating Operation to provide goods and services to the Air Force Academy to generate revenue which flows back into the athletic department. He stated over time the cooperative agreement will require the Academy to reduce the amount of appropriated funds and cost share for operation of the athletic department.

Col Miller stated the USAFA Endowment main role is fundraising. The intent of their excellence programs is to be able to create programs needed to execute the Academy mission and fund them solely by donations from interested parties.

Ms. Hoppin asked how these entities work together. Col Miller stated one of the great things that recently happened, we had a little bit of rift for a time between the endowment and the Association for Graduates, but recently they signed a really superb memorandum of understanding so the two are working very well together now.

Mr. Sandoval asked if there will be a Memorandum of Understanding for the AFAAC as well?

Col Miller answered yes as the Academy plans to do a Memo of Understanding in the Spring.

Col Miller finished with the Association of Graduates, which is categorized as Friend Raising making sure that graduates and soon-to-be graduates understand the importance of the network the AOG build. It's not just friendships, it's professional relationships from the graduates. It needs to have the alumni and parent support program.

AIR FORCE ACADEMY ATHLETIC CORPORATION BRIEFING:

Mr. Coll opened explaining the mission of AFAAC is to help with development of fundraising operations and management of the athletic department. They work with the Academy to bring a

better business case analysis to some of the decisions AFAAC makes. The AFAAC and the Athletic Department coordinate to ensure these decisions benefit the Athletic Department.

Mr. Coll summarized the history of the cooperative agreement. In July, 2010, the National Defense Authorization Act authorized the corporation and the AFAAC started operation on the first of July and signed a cooperative agreement in September that gives them broad authority. Mr. Coll covered the five areas the cooperative agreement program objectives in support of the Academy:

- 1) Coaching and sports involvement - AFAAC pay salaries for the football staff, basketball staff, women's basketball staff, hockey, volleyball and cheerleading. They support all off campus recruiting by essentially recruiting for all five sports.
- 2) Logistics – AFAAC has a truck that drives the football equipment all over the country. It's a great public relations tool and saves a whole lot of money on logistical cost.
- 3) Ticketing - The AFAAC sells tickets for football, basketball, women's basketball, volleyball, and hockey. It's part of the cooperative agreement.
- 4) Sports conference administration involvement – The AFAAC determine which NCAA conference the Academy will join. They collaborate with the Superintendent and Athletic Director concerning better conference opportunities.
- 5) Revenue-generating areas – Mr. Coll explained the AFAAC has seven or eight revenue-generating areas, depending how it is viewed. There will be eight when the legislation is approved which allows AFAAC to take the NCAA mountain conference and conference revenue.

Lt Gen Jameson asked Do those revenue streams allow the AFAAC to execute the program?

Mr. Coll: answered yes, everything the AFAAC does is plugged back into cadet athletics. AFAAC is not trying to make money.

Mr. Sandoval stated it might be helpful to articulate your funding schedule over the next couple of years to us.

Mr. Coll detailed some notes just to make sure. The cooperate agreement AFAAC operates under is a 5-year agreement with the federal government. He explained it is a 1-year with 4 option years. We are in the first year, so if you see the funding before, we are funded 8.4 million dollars to cover those program objectives in year one. And it goes to 10.5 in year two. The reason it goes up is year one is a 9-month period.

Mr. Coll stated the AFAAC will also help out with updating the team store in the visitors' center. They are in the process of doing some re-branding to increase the marketing appearance. They are also changing the online model to be more beneficial from a financial standpoint and offer more products. The AFAAC desires their customer services will mirror a corporation like Amazon.

Maximizing ticket revenue: Mr. Coll explained the AFAAC is looking at a different model. They are making cold calls in the local community. They have lists of folks they are trying to get to buy tickets and come out to support USAFA.

Untapped resources: Mr. Coll stated the AFAAC is looking into parking at football games as an untapped resource. USAA has an annual board meeting where they bring together all of their leadership. USAA wants that meeting at USAFA in June and the AFAAC is working with them to get that up and running.

Mr. Coll concluded his briefing by stating the AFAAC is here to assist the athletic department, and they are working to continue to promote athletics to the nation, as well as, working with our partners in the AOG and Endowment.

USAFA ENDOWMENT BRIEFING:

Gen Lorenz stated the USAFA Endowment has one goal: to raise money. The more the money the Endowment raises, the better they can support USAFA within the areas of athletics, academics, and military training.

Gen Lorenz stated the Endowment board is stable and independent. The board is made up of 46 members and is committed to a positive approach for every part of the academy.

Gen Lorenz stated has helped with research centers, the construction of the Holaday Athletic Building, and research to find out who the big donors are. For instance, USAA, they've been giving money to the Academy for years, and so they helped with the athletic Department.

Gen Lorenz stated the Endowment's goal for next year is to be able to make a private appointment with all USAFA Board of Visitor members to have you consider giving.

Maj Gen Harris asked what percentage of the Endowment are you going to live off of?

Gen Lorenz stated there's a Founding Directors Fund and they pay 50,000 for 5 years to become Board members, and there are 46 members. The Endowment is allowed to use 8 percent of that each year to raise money.

Gen Lorenz stated the bottom line is classes give money and they want to be recognized. They want to be memorialized and there are so many ways to donate; the Athletic Center, Character and Leadership Symposium, etc. Whatever the Superintendent's priorities are, that is where we will work to get contributions.

ASSOCIATION OF GRADUATES BRIEFING:

Mr. Thompson opened his briefing with the AOG's three-part mission: to support the academy and the cadets, to serve the graduate community and the local heritage, and to promote the heritage of the academy and the institution.

Mr. Thompson stated the AOG directly support the Academy in terms of giving money and indirectly in terms of doing things that a normal alumni association would do at a regular university. He stated since this is a federal institution, money can't be spent on those things, and so the AOG steps up and does certain things on behalf of the Academy.

Mr. Thompson stated USAFA's in-processing is one example of the indirect support the AOG provides. This is a view of Doolittle Hall, our alumni building, and what we call the Heritage Trail. The funding for that trail was organized by the AOG and built by classes because as time went on, in-processing became sort of a tradition or institution over at Doolittle Hall.

Mr. Thompson stated another way the AOG provides indirect support is through communications. The superintendent has used the AOG to get the word out to the graduate and the parent community. The AOG is that conductivity between those constituencies.

Mr. Thompson concluded the final way the AOG provides indirect support to USAFA is with heritage projects. One example is the Southeast Asia Pavilion, recognizing the first war that USAFA graduates participated in.

USAFA CURRICULUM OVERVIEW:

Brig Gen Armacost opened his briefing discussing the purpose of USAFA's core curriculum is to prepare cadets for long-term success and promote learning and growth in areas of culture and global awareness, leadership and human behavior, and science and technology. The core curriculum forms the basis of the academic education and accounts for 101 hours of the 140-149 credit hour program.

Brig Gen Armacost stated the cadets take the same basic courses. The other portion of the curriculum is made up of the classes that fulfill the cadet's major requirements.

Brig Gen Armacost discussed academic majors. Two-thirds of the courses the cadets take are from the core of their degree plan. Some degree plans have been combined as a result of the budget reductions. Chemistry is now a single major, where USAFA had three different chemistry majors.

Brig Gen Armacost stated when you eliminate a major you don't get the windfall that you expect in terms of manpower savings. At typical universities, if you cancel a chemistry degree, students planning to complete that major no longer come to that university. USAFA has 4,000 cadets no matter what majors we offer. The manpower savings at USAFA are marginal when you eliminate majors.

Brig Gen Armacost stated USAFA had initial discussions on reducing ten majors and those discussions continue about the most effective way of eliminating some of them and embedding them within other parts of the program. A good example is meteorology. If you get rid of the meteorology in the program, there's still a need in the Air Force to have meteorologists. What USAFA needs to do is make sure the meteorology content becomes embedded somewhere else in the curriculum so we can continue to produce those Air Force officers.

Brig Gen Armacost stated USAFA can't take their strategic eyes off as they have a core curriculum review to conduct. They envision a very strong core that focuses on a liberal education as well as focuses on STEM.

Brig Gen Armacost shifted his discussion to Dr. Thornhill's question from the previous meeting concerning distance learning. USAFA has a number of efforts underway to look at how technology can be used in the classroom to better cadet learning and to be more efficient as well. USAFA has primarily used three companies for massively online open courses (MOOCs): Coursera, edX, and Udacity. These are essentially courses that are offered by top schools in the nation, Stanford, MIT, and others, and they offer the courses to tens of thousands of people at a time.

Brig Gen Armacost added that USAFA has conducted a series of experiments to look at MOOCs and other technologies, and we just conducted a survey to ask the following question: Have you ever used an online course or other distance learning material, such as MOOCs, developed by others to develop content for cadets at USAFA?

Brig Gen Armacost stated those who are using MOOCs span all the disciplines that we have here at USAFA. The instructors have found that the online material has been effective in enhancing their courses in trying to achieve the goals that they have for the courses.

Brig Gen Armacost concluded his briefing concerning how USAFA is actively looking at technology transfer. How do we take the intellectual property that results from research activities and actually get them out in the commercial marketplace? Why would the Academy have an interest in doing this?

Lt Gen Jameson asked do you have an example where one has been licensed and has had revenue established?

Brig Gen Armacost stated USAFA has several patents. The latest is actually on bird strike technology and has a patent pending. This is a loud speaker that broadcasts a really obnoxious noise that birds hate and causes them to scatter. If an airline or a set of airlines are interested in adopting this technology, they would pay a licensing fee to actually use it or patenting royalties.

USAFA GRADUATE ASSESSMENT SURVEY BRIEFING:

Lt Col Nelson stated the reason why USAFA is presenting this briefing was to answer a concern Gen Harris asked during the last meeting on how does USAFA know how the graduates are doing once they leave the Academy. USAFA uses these surveys to assess that they are producing the right kind of officers the Air Force needs.

Lt Col Nelson stated USAFA sends out a survey to the graduates to rate their USAFA experience and how it prepared them for their duties as a lieutenant. USAFA also sends surveys the supervisors of those graduates and ask them how their USAFA graduates are doing compared to other officers in that range based upon certain focus areas.

Lt Col Nelson stated that when USAFA asks the supervisors how are the graduates doing, specially, where are they better than their peers and where do they perform well? The results were USAFA graduates perform better in the areas of stamina, attitude, enthusiasm, and willingness to deploy. However, USAFA graduates do have some areas to work on: maturity and well-roundedness. USAFA uses these results to guide their POM process in the challenging decisions they make to better focus resources.

Mr. Sandoval asked are these surveys conducted annual. Lt Col Nelson stated they are conducted every 4 years.

PREPARATORY SCHOOL OVERVIEW:

Col Rodda stated she will provide a deep dive about the prep school, understanding the Board of Visitors was briefed on the prep school 2 years ago. The bottom line about why the prep school exists is to provide an opportunity for a path towards officership that wouldn't otherwise exist.

Col Rodda stated from the establishment of the Prep School, the purpose was to establish deep foundations and it seemed to be that a better way of doing that was to focus in on giving good foundations in math, science, and English.

Col Rodda stated the other purpose is practical, and is a good predictor of success when presenting the cadet candidates to the Academy board for appointments.

Col Rodda highlighted the fact that although the students need more academic preparation, the Prep School is a foundation in all areas; academics and military indoctrination.

Col Rodda also highlighted the fact that the cadet candidates abide by the same honor code as the Academy cadets. The big difference between the prep school and the Academy, though, is the Prep School only has one class and the Academy's upper classmen administer the honor process.

Col Rodda covered the academic curriculum. The Prep School teaches three subjects; math, science, and English. The standard science course is chemistry, but the top performing students take physics during the second semester. The standard math is trigonometry, but the top performing students take calculus during the second semester. For physics and calculus, the cadet candidates go up to the cadet wing to take these courses with the USAFA four-degrees. The grades they earn in these classes goes on their Academy transcripts. Finally in English, only a couple of the top performing students can go up to the Academy because of the small size of the English department.

Col Rodda stated the Prep School military training program is challenging, both physically and mentally. During Basic Military Training, the focus is on training and providing indoctrination for the cadet candidates in marching, wear of the uniform, and customs and courtesies. Col Rodda stated they provide instruction in the USAFA Honor Program and the Officer Development System. During the year, the focus becomes more developmental, with the addition of guest speakers, instruction on time management and leadership issues, and opportunities to lead community outreach activities.

Col Rodda stated in addition to intercollegiate athletics, every cadet candidate must take the cadet physical fitness test and the aerobic fitness test. Those students who do not achieve scores of at least 200 are enrolled in our reconditioning program, affectionately called RECONDO. This year, the Prep School implemented a Supplemental Fitness Program for those students who have achieved at least 200 points but who still fall short of the minimum 250 points needed for a passing score. Additionally, one of the Prep School math instructors, who is a retired marine, teaches a remedial swimming class since many of the cadet candidates struggle with swimming.

Col Rodda discussed the Prep School Effect. The red line depicts average incoming Academic Composite scores for Prep School Classes of 2004-2013, while the blue line depicts cadet candidates' average Academic Composites after a year at the Prep School from those same classes. On average, cadet candidates improve their scores 163 points while others don't see much improvement.

Col Rodda stated another way of looking at the Prep School effect is shown on this slide, in which GPAs are plotted as a function of adjusted Academic Composite. You can see that at an adjusted Academic Composite of 2800 or higher, Preppie cadets out-perform their direct-entry counterparts.

Col Rodda concluded by saying that it is the Prep School's goal to successfully prepare the cadet candidates for success at USAFA, but continuing budget constraints require them to think of new ways of doing business.

Col Benyshek covered the Academy's admissions process for Prep School cadet candidates. She stated the USAFA has 1 comprehensive application process that feeds the Academy, the Academy Preparatory School and Falcon Scholarship appointments. The Admissions Processes, which includes members from across the USAFA institution, reviews all applications for qualifications and the Director of Admissions proffers an appointment recommendation to the Academy Board.

Col Benyshek stated the Director of Admissions will recommend qualified candidates from the various nomination categories in accordance with U.S.C Title X requirements. All candidates that are not appointed to the Academy are automatically considered for the Preparatory School and Falcon Scholar program based on the merits of their application and their ability to serve in the military. The Director of Admissions will recommend Preparatory School candidates and Falcon Scholars based on the needs of the Air Force, the needs of USAFA, the candidate's Congressional District, especially if under-represented, determination of whether they can be successful in a 10-month prep program, and finally, an evaluation of the "whole person".

CLOSING REMARKS:

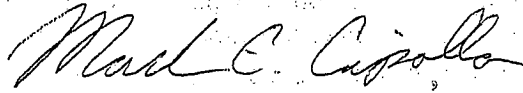
Mr. Sandoval adjourned the meeting and concluded the day's "open" proceedings. BoV members then met in closed session. The purpose of the closed session was to discuss cadet discipline, honor, and sexual assault cases. Due to the discussions involving personal information of individual cadet cases the disclosure of which would constitute a clearly unwarranted invasion of personal privacy. Closure of this portion of the meeting is appropriate under 5. U.S.C Section 552b(c)(6).

2014 SCHEDULE OF FUTURE MEETINGS:

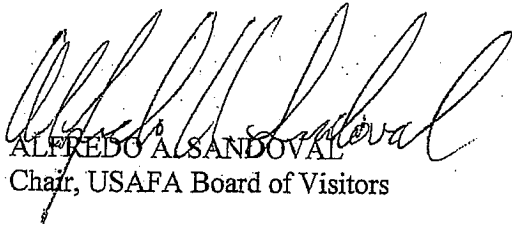
25-26 September in CO

3 December in DC

SUMMARY OF FOLLOW-ON ACTIONS:



MARK E. CIPOLLA, Major, USAF
Executive Secretary



ALFREDO A. SANDOVAL
Chair, USAFA Board of Visitors

ATTACHMENT:

BOV Tracker

The briefing slides will be posted here on the final version.