

**MINUTES OF THE REGULAR MEETING**

**OF THE**

**BOARD OF VISITORS**

**UNITED STATES AIR FORCE ACADEMY**

*Approved*

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**10 December 2015**

**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 Chairman opened the meeting of the USAFA BoV at 8:38 on Thursday 10 December 2015:

**ATTENDANCE**

**MEMBERS PRESENT:**

Mr Alfredo Sandoval (Chair)  
Lt Gen (Ret) Arlen "Dirk" Jameson (Vice Chair)  
Brig Gen (Ret) Dr. Paula Thornhill  
Ms Sue Hoppin  
Mr Fletcher "Flash" Wiley  
Dr Thomas McKiernan  
Maj Gen (Ret) Marcelite Harris  
Senator Cory Gardner (R- CO)  
Senator Mazie Hirono (D-HI)  
Senator Tom Udall (D-NM)  
Representative Doug Lamborn (R-CO)  
Representative Martha McSally (R-AZ)  
Representative Niki Tsongas (D-MA)

**MEMBERS ABSENT:**

Senator Jerry Moran (R-KS)  
Representative Jared Polis (D-CO)

**AIR FORCE SENIOR STAFF:**

Mr Jeffrey Mayo, SAF/MRM  
Mr Steve Beatty, SAF/MRM BoV Designated Federal Officer (DFO)  
Maj Frances Nichols, SAF/LL

**USAFA SENIOR STAFF:**

Lt Gen Michelle Johnson, Superintendent  
Brig Gen Stephen Williams, Commandant of Cadets  
Col "Al" Hess, USAFA Liaison  
Ms Gail Colvin, Director of Staff  
CMSgt Max Grindstaff

**BoV EXECUTIVE SECRETARY:**

Lt Col Jeff Rosa, AF/A1PT  
Maj Jennifer Hubal, AF/A1PT

## **OPENING COMMENTS FROM BoV Chair and DFO: Mr Sandoval and Mr Beatty**

Mr Steven Beatty, the DFO, made his remarks and provided a reminder on the BoV rules as related to the Federal Advisory Committee Act (FACA), introduced his team and notified the board that there had been no submissions for a public docket.

Mr. Sandoval opened session at 8:38am– made introduction of Lt Gen Johnson and welcome the Congressional members present. Mr. Sandoval called for approval of the minutes from the September 2015 meeting. Call of motion, all in favor. Mr Sandoval provided an overview of the day's schedule. Mr Sandoval mentioned their meeting with Under Secretary Lisa Disbrow the day before. The key points were the budget and the possibility of extending Lt Gen Johnson for a fifth year at USAFA.

## **SUPERINTENDENT'S UPDATE: Lt Gen Johnson**

Lt Gen Johnson started her brief at 0845. When she arrived at USAFA, it was the middle of sequester, so it was a time to bring USAFA back to the basics, what is the "essence of the Academy"? In 2014, strategic documents were developed. In 2015, implementations of those plans were executed and metrics were defined.

Lt Gen Johnson talked about USAFA's Lines of Effort and they are currently in three areas: Culture and Climate, Innovation & Integration, and Processes & Communication.

In the area of culture and climate, she described the 2014 Service Academy Gender Relations report results for all service academies. This report displayed USAFA in a negative trend during the 2010 and 2012 years, but in a positive trend in 2014. Lt Gen Johnson indicated the service academies share best practices between one another. Rep Tsongas noted that the NDAA '17 will require male-on-male assaults to be tracked, but Lt Gen Johnson responded that USAFA is already accomplishing that tracking. In Jan 2016, an anonymous survey results will be released, the main subject is retaliation.

Lt Gen Johnson talked about the Innovation & Integration. She completed her out brief with the ROTC cadets that were at USAFA for the semester. Many of them appreciated the 24/7 military environment and all the leadership opportunities the Academy has to offer. Then she shifted her focus to USAFA permanent party and how everyone must have respect for one another and be aware of positional power. USAFA is deeply involved in the Cyber community of Colorado Springs, by entering partnerships with local colleges and looking into developing secure voting applications via smart phone technology. Their partnership with the local colleges is called the "Quad-Innovation" program involving; UCCS, Pikes Peak CC, Colorado College and USAFA.

Lt Gen Johnson spoke briefly about the Processes & Communication improvement through the Athletic Department; explaining that coaches need to be aware they are responsible for more than the sport. It is an effort to move from good to great, but it accomplished by prioritizing goals and effort. Mr Sandoval made a point to say it takes a while to get where they need to be, but she is on the right path.

Lt Gen Johnson introduced several marketing videos; one will be shown at Times Square in New York City. She is hoping it will generate some East Coast interest since USAFA isn't well known on the East Coast. Sen Udall asked about the number of woman in the AF? 29% of the applicants were women, when the goal is 20%. Sen Hirono asked about the diversity numbers? When she was shown the chart for recruiting, she said would prefer the graduate numbers instead...USAFA said they would get it for her.

Lt Gen Johnson spoke about the 1st year Lieutenant program where the Admissions office keeps 20 new graduates for a period of one year specifically for recruiting purposes. The 20 new officers go and recruit in hard to reach areas. Mr Sandoval said that it is difficult because the kids with the best test scores don't look at military academies first and the ones with lower test scores don't get appointments. Mr Wiley then mentioned the USAFA Prep School and said it was a good starter point for both prior enlisted and young people that need academic assistance.

Lt Gen (Ret) Jameson asked how the Academy adjusts to Culture and Climate with so much political correction. Lt Gen Johnson said it was about Religious Respect and Tolerance training and everyone receives it. At USAFA it is encouraged to talk out issues with one another and have discussions.

Lt Gen Johnson discussed FY18 MilCon projects. Since they are a Colorado Springs tourist attraction and being in FPCON B, it puts a strain on the military police. She wanted to highlight the need for the indoor firing range because it would be used by the whole Rocky Mountain region.

Lt Gen Johnson highlighted several of her cadets and staff and the exceptional jobs that was occurring at the Academy.

#### **CLOSED SESSION: Brig Gen Williams**

Mr Sandoval terminated the open session @ 0948. The closed session was convened 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 S. 552b(c)(6).

Mr. Sandoval reopened session at 11:09am

#### **LEGISLATIVE CALENDAR UPDATE: Col Mike Borgert**

Col Mike Borgert briefed the legislative calendar update on the NDAA 16 legislation and projected FY 17 proposals.

For the NDAA 16 legislation, there were 2 sections that directly dealt with military service academies, section 556 and section 2812. Section 556 increased the number of appointments by one from Virgin Islands, Guam, American Samoa and Northern Mariana

Islands. Section 2812 is the enhancement of authority to accept conditional gifts of real property on behalf of military service academy (MSA), also known as the naming convention. Although now it is legal to put a name on a building, the law is ambiguous on guidance. The law states that all MSA must be standardized and no one knows exactly what this means; Lt Gen Johnson expressed her displeasure on how the law reads. Mr Mayo from SAF/MR said that his office will engage with OSD because since it is now law, it will come to policy unless another law steps in to change the existing one.

Col Borgert explained the two sections in FY 17 proposals; OLC 094 would repeal the presidential's requirement to appoint a chaplain at USAFA and OLC 131 is the consolidation of authorities for service academies international engagement, which takes nine authorities into one.

Col Borgert described the process on how bills become laws. There are three routes: ULB process, 2 years to process, Omnibus, 1 year to process and Direct to Hill, immediate action. The longer process is the preferred method because everyone gets a good look and ensures it is needed.

#### **USAFA FINANCE UPDATE: Lt Col Scott Thompson**

Lt Col Thompson provided an update from last year's USAFA O&M Budget's excluding payroll. During a five-year span starting in FY10, USAFA received extra money for Restoration and Modernization (R&M) projects due to buildings age, but over the course of the last two years, the R&M money dwindled as did the baseline budget. When the baseline budget went down, SAF/FM has done an excellent job with end of year funding to keep USAFA working. The goal is to build funding stability and reduce execution year risk and Lt Gen Johnson has been engage in AF corporate process and received a commitment from Air Force senior leaders to fund USAFA's baseline in FY17 for \$150M.

Air Force Installation & Mission Support Command transition is nearly complete, however certain aspects of USAFA stayed under USAFA direct oversight due to the uniqueness: cadet logistics, cemetery operations, & communications.

Brig Gen (Ret) Thornhill asked about the Superintendent's house and the repairs that are needed on it. Lt Gen Johnson said that it is currently pending because of several areas; a major factor is because the house is on the historical site list, so making alternations and adjustments to historical sites takes time and a lot of effort.

Lt Col Thompson gave an update on the Air Force Cyber Innovation Center (AFCIC); it is currently being worked through the FY18 process for funding for a new building. USAFA will stand-up AFCIC in an existing location in 2<sup>nd</sup> Quarter of FY17 in the old library. They are currently looking for \$18M in the FY18 POM for this building. The site location is set for the east side of the Academic area near the parade field.


**CULTURE & CLIMATE UPDATE: Mr Moses Stewart**

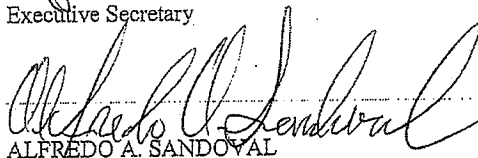
Mr Moses Stewart begins his briefing about the overall USAFA institutions and inclusion efforts. The overall trend for USAFA is in the right direction and diversity is up. He then briefed the Diversity Plan of: Self-Assessment, Cadet only survey, Focus groups, Healthy relationship training (A new Sexual Assault training approach). He then briefed positive trends with USAFA moving from "Good to Great". He then briefed some of the metrics used at USAFA and how they are able to be used to assist each organizational team. Mr Stewart then spoke about different categories of diversity and how we must also consider intellectual diversity. Maj Gen (Ret) Harris asked for an example of race discussions with cadets at USAFA which Mr Stewart provided. Brig Gen (Ret) Thornhill asked about faculty awareness and victim's interaction. Lt Gen (Ret) Jameson spoke about assimilation for cadets being difficult when leaving USAFA. Maj Gen (Ret) Harris spoke about civil rights movement and how it's about equality.

Mr Stewart then led to how USAFA uses outreach programs such as admissions and the band to build an awareness of USAFA and attracting diverse applicants. Mr Stewart gave demographic numbers comparing USAFA and the Air Force and how USAFA is meeting diversity standards. Mr Wiley then spoke about his involvement with the Air University (AU) BoV and how AU publishes small country books for cultural awareness to ROTC Cadets. Mr Wiley asked if USAFA could produce small books to hand out to USAFA Cadets about different minority groups for awareness. Mr Stewart then closed his briefing with an affirmation USAFA is very involved overall with diversity and inclusion

**2015 SCHEDULE OF FUTURE MEETINGS**

18 March in Colorado Springs  
17 June in D.C.

  
JENNIFER M. HUBAL, Maj, USAF  
Executive Secretary

  
ALFREDO A. SANDOVAL  
Chair, USAFA Board of Visitors