

**MINUTES OF THE REGULAR MEETING**

**OF THE**

**BOARD OF VISITORS**

**UNITED STATES AIR FORCE ACADEMY**

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**18 March 2016**

**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 09:09 on Friday 18 March 2016.

**ATTENDANCE**

**MEMBERS PRESENT:**

Mr. Alfredo Sandoval (Chair)  
Lt Gen (Ret) Arlen "Dirk" Jameson (Vice Chair)  
Ms. Sue Hoppin  
Dr. Thomas McKiernan  
Maj Gen (Ret) Marcelite Harris  
Senator Mazie Hirono (D-HI)  
Representative Doug Lamborn (R-CO)

**MEMBERS NOT IN ATTENDANCE:**

Brig Gen (Ret) Dr. Paula Thornhill  
Mr. Fletcher "Flash" Wiley  
Senator Cory Gardner (R-CO)  
Senator Tom Udall (D-NM)  
Senator Jerry Moran (R-KS)  
Representative Martha McSally (R-AZ)  
Representative Niki Tsongas (D-MA)  
Representative Jared Polis (D-CO)

**AIR FORCE SENIOR STAFF:**

Gen David Goldfein, USAF/CV  
Mr. Jeffrey Mayo, SAF/MRM  
Mr. Steve Beatty, SAF/MRM BoV Designated Federal Officer (DFO)  
Mr. Jackie Tillery, SAF/MRM  
Maj Frances Nichols, SAF/LL

**USAFA SENIOR STAFF:**

Lt Gen Michelle Johnson, Superintendent  
Brig Gen Stephen Williams, Commandant of Cadets  
Brig Gen Kevin Lamberth, Vice Superintendent  
Col Kathleen Harrington, Vice Dean of Faculty  
Col Troy Dunn, 10 ABW/CC  
Col Jerry Szybist, 10 ABW/PL  
Col Steve Burgh, 306 TRG/CC  
Col Carolyn Benyshek, Director of Admissions  
Col David Kincaid, USAFA/A5/8/9  
Col "Al" Hess, USAFA Liaison

Col Dawn Zoldi, USAFA/JA  
Lt Col Kloeffler-Howard, USAFA/PA  
Mr. Jim Knowlton, Athletic Director  
Ms. Gail Colvin, Director of Staff  
Ms Laurie Carroll, USAFA/A1  
Mr Carlos Cruz-Gonzalez, USAFA/A/7

**BoV EXECUTIVE SECRETARY:**

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

**OTHER ATTENDEES:**

Mr. Lee Colburn, Congressional Staffer – Congressman Lamborn  
Ms. Nicole Frazier, Congressional Staffer – Congressman Gardner  
Lt Col Sergio Rios, USAFA CAG Director  
Maj Ernie Csoma, USAFA/CCX  
Maj Aaron Mathena, USAFA/CVA  
Ms Susan Bowman, Associate General Counsel  
Mr Moses Stewart, USAFA/CCD  
Erick Phillips, 10 CS  
Dr Jim Solti, USAFA Chief Scientist  
Dr Kimberly Dickman, SAPR Analyst  
Mr Tom Roder, Colorado Springs Gazette

**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 09:09 am– made introduction of Lt Gen Johnson and welcome the Congressional members present. Mr. Sandoval called for approval of the minutes from the December 2015 meeting. Call of motion, all in favor. Mr Sandoval provided an overview of the day’s schedule.

**SUPERINTENDENT’S UPDATE: Lt Gen Johnson**

Lt Gen Johnson started her brief at 09:12 am. When she arrived at USAFA, it was the middle of sequester, and received a clean-sheet tasker from CSAF for USAFA to go back and identify its true requirements; what USAFA came up with came to be called the “Essence of the Academy”? The Essence was the first of many documents that were created to help drive USAFA forward; others include the USAFA Strategic Plan, the USAFA Master Plan and the USAFA Communications Plan. With these documents in tow the Superintendent helped identify her 3 lines of effort. USAFA’s Lines of Effort and they are currently in three areas: Culture and Climate, Innovation & Integration, and Processes & Communication.

Lt Gen Johnson highlighted several cadets, clubs and permanent party achievements since December 2015 BoV meeting to emphasize that 99% of our cadets are phenomenal and that is where our narrative should reside; not the 1% of whom we’ve allowed to steal our margins.

In the area of culture and climate, USAFA is in the middle of the hiring process for a new Director, Culture and Climate, the position rated at GS-15. She said it was time to focus on core values, mutual respect and permanent party professional development. In the recent Sexual Assault and Gender Relations (SAGR) survey, the data shows an increase in the number of reported cases from the previous data point two years ago. However, Lt Gen Johnson stated that it is returning to trend and our ultimate goal is for our prevalence to match our reports and for both numbers to trend down. Current studies, suggest that approximately 25% of college students experience some form of sexual assault in their college career and that this number is approximately 3% at USAFA.

Dr Dickman, briefed the ongoing Sexual Assault Training at USAFA , it is a developmental, scaffolded, 4-year rigorous approach to training. Lt Gen Jameson asked about the “hardest nut” to crack in regards to training. Dr Dickman responded, prevention. Mr Sandoval asked, “How does USAFA measure success and effectiveness of the training?” Brig Gen Williams said it was the cadet leaders coming out against it, vocalizing the right thing to do and standing up for others. Gen Goldfein stated we must build “leaders of character” because America holds us accountable. Dr Dickman stated that the small group training is effective and everyone attends healthy relationship training. Sen Hirono asked about the survey and if it revealed “abuse of power” assaults. Dr Dickman replied, it is mostly peer-to-peer and the “abuse of power” cases are easier to prosecute.

In the area of Innovation & Integration, Dr Jim Solti talked about the Air Force's Cyber Innovation Center. Cyber isn't a new initiative at USAFA, but they are building upon the expertise which already exists. Congressman Lamborn asked if this will strengthen community efforts, and Dr Solti said they are actively engaged with several projects involving local colleges/universities and leaders on programs and processes of the AFCIC. Lt Gen Johnson mentioned one avenue might be improving absentee voting through secure means using a secure chip that USAFA and the Intel Corporation have been working on. Dr McKiernan asked if this center is just for cyber related degrees or all cadets...answer all cadets will touch the center during this 4-year program. Sen Hirono asked if it is open yet, the answer is yes, USAFA is currently renovating the 5/6 floors of the library until the permanent building is established and the team is currently residing in the CETF building at USAFA until renovation is complete in the library. The AFCIC MILCON completion is estimated in FY22. Gen Goldfein stressed that Cyber is not a mission, it is a domain, we (Air Force) operate through it and it must be integrated into all domains.

In the area of Processes & Communication, Mr Cruz-Gonzalez briefed the status of USAFA capital investments, which will utilize both private and public funds. Mr Sandoval asked about the funding on the chapel renovation, Lt Gen Johnson said it is government funds to address the building structure, but private funding on the inside. Mr. Cruz-Gonzalez provided a facilities overview highlighting the great public-private partnerships that USAFA is undertaking to improve their capital investments. Such projects include the restoration of the planetarium (private funds), the restoration of the Air Gardens (private funds), the remodel of Falcon Stadium (private/public funds), the restoration of the Cadet Chapel (private/public) and the creation of the Northgate Visitor's Center (land lease agreement; public/private funds) to name a few.

Lt Gen Johnson brought up issues for the future discussion: finalizing the naming legislation and gift acceptance, leasing/licensing of USAFA facilities, her college president duties and BoV meeting frequency and roles. SAF/MR stated that the naming legislation is in development; USAFA should have their first "contract" for an USAFA facility within the next 30 days; Lt Gen Johnson is limited to the roles she can take on as college president because of law, can't be a part of an organization due to lobbying---specifically she can be part of the Board of Directors for the Mountain West Conference (athletics) but cannot be on the Board of Directors for the American Council of Educators (academics); Lt Gen Johnson would like the BoV meeting frequency brought back to at least match the other military service academies; USAFA is the only military service academy whose Title X language dictates 4 meetings per year. The other service academies are required to meet 1 time per year and can increase to more based on their BoV Chairperson's discretion; both USMA and USNA meet 3 times per year.

Mr Beatty announced that since Sen Hirono left for USAFA tour at 11:15am, the quorum to make decisions is not in effect.

## **STATUS OF DISCIPLINE/INVESTIGATIONS: Brig Gen Williams**

Brig Gen Williams briefed that they were only 13 cadets on honor probation for violations at this time. According to the current statistics, violations are under where they were this time last year. The current trend is cadets turning in other cadets for violations. There is a 91% success rate on honor probation with no repeat offenders. USAFA/CW changed their education process, moving away from power point presentations to small group dynamics. Brig Gen Williams briefed they currently have 56 cadets on conduct probation and alcohol is the number one offense. Brig Gen Williams also highlighted some exceptional performers in the cadet wing. The wing has taken the lead on Sexual Prevention month, April; they are making life action skits about prevention and orchestrating a color run. The cadet wing in coordination with our SAPRO offices and Culture and Climate offices are conducting small group gender forums to have honest discussions. It is same gender discussions for 3<sup>rd</sup>/4<sup>th</sup> year cadets and integrated gender discussions for 1<sup>st</sup>/2<sup>nd</sup> year cadets.

## **STRATEGIC COMMUNICATIONS UPDATE: Lt Col Kloeffler-Howard**

Lt Col Kloeffler-Howard briefed the strategic communications update. There are three major initiatives for strategic communications; brand guide, marketing strategies and internal communications. USAFA is revamping their external webpage, making it easier to locate items. USAFA is making more strides to copyright images and the AF logo. They are reaching out for broadcast slots for both radio and television. USAFA made an appearance on the Dan Patrick radio show continuing their efforts to “put USAFA on the map”. They are developing more of a social networking presence, creating more “#hashtags” for events, so that USAFA is always trending. The Admissions office always puts their presence online when going to events away from USAFA. Ms Hoppin said that communications are vital and need to be front and center from your website to twitter. Social media is supposed to make jobs easier. Lt Gen Johnson said they were on the right track, but it takes time because of both resources and manpower.

## **CHAIRMAN’S FORUM: Mr Alfredo Sandoval**

Mr Sandoval talked about the Essence of the Air Force Academy and how Lt Gen Johnson has USAFA going in the right direction. The Board is concerned that “Superintendents” in general do not have enough time at the Academy to finish projects. They would like to see terms extended out.

Lt Gen Johnson proposed to Mr. Sandoval reducing BoV meeting frequency from 4 to 3 per year to be in sync with the other military service academies. It would also help free up a little more time/workload for all the individuals that put all the logistical and content together.

Mr Beatty announced that Sen Hirono has returned and quorum is back in session at 1:15pm.

## **ADMISSIONS UPDATE: Col Carolyn Benyshek**

Col Benyshek briefed USAFA's admission status. The admission strategy evolved due to a SecAF memorandum released in Jun 2014 which stressed the importance of a more diverse applicant pool for officer recruiting. Although selections are based on competitiveness, not by race/gender/ethnicity, the admissions office uses marketing/outreach programs to target the diverse groups. The only "target" pool not reached for 2020 candidates were women, which didn't meet the 30% SecAF goal, but Admissions came close at 28.6% and USAFA is currently at 26.5% women in the Cadet Wing

Col Benyshek talked about all the different ways admissions office is cultivating new relationships; reaching out to congressional staffers and targeting young high school students. They are no longer relying on college fairs. Sen Hirono wanted to know who defines these categories; the answer is Office of Personnel Management. Admissions Office allows for multi-race selection and it makes tracking difficult. The key is the talent pool because they can only select from the applicants that are fully qualified. Gen Goldfein suggested reaching out to Air National Guard as a source for outreach.

The word diversity means different things to different people, the Admissions office is looking at social-economic areas as well, such as "first-time" graduates as well as single-parent families. The summer seminars have been reduced due to budget reason and now only have 600 students every year vice the 1000+ students of the other service academies. Sen Hirono wanted to know why USAFA shrunk its admissions; Gen Goldfein related that back in 2008 strategic decisions to give more resources to the nuclear enterprise, operational concerns in Iraq and the ever changing operational requirements we are faced with today all resulted in force drawdowns. Lt Gen Jameson wanted to know what the major causes of disqualifying factors are: obesity, misconduct involving law enforcement activities and non-high school graduates (Current USAFA policy does not admit applicants who hold a GED).

## **CADET PANEL DISCUSSION:**


Cadet panel discussions took place and the following topics were discussed: 1) self-introduction 2) reason why each cadet came to USAFA 3) best personal experience 4) how to balance athletics and academics 5) programs that help cadets academically 6) in their opinion, what would make USAFA better 7) how is USAFA preparing you to deal with diverse world 8) are you free to discuss politics and other sensitive topics 9) how have experiences at USAFA changed you 10) what would have made your transition better. Mr Sandoval gave each three key pieces of advice: always keep a current resume, know some leadership examples and know first names of your troops.

## **BOARD ADMINISTRATION**

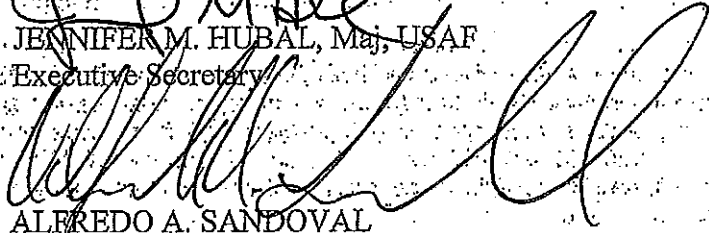
The next meeting is scheduled for 9 June in Washington, DC. The September date will be led by USAFA and then settled by email. BoV wants more time in the Superintendent's Update block; we tend to go long on that section. All board members like the "open" concept and didn't feel they missed anything not having a closed session. BoV members wanted to know if it would be



possible to extend the USAFA trips to 2 days to incorporate both meeting and tours:



JENNIFER M. HUBAL, Maj, USAF  
Executive Secretary



ALFREDO A. SANDOVAL  
Chair, USAFA Board of Visitors