

MINUTES OF THE REGULAR MEETING

OF THE

BOARD OF VISITORS

UNITED STATES AIR FORCE ACADEMY

9 June 2016

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 08:49 on Thursday 9 June 2016.

ATTENDANCE

MEMBERS PRESENT:

Mr. Alfredo Sandoval (Chair)
Ms. Sue Hoppin
Dr. Thomas McKiernan
Maj Gen (Ret) Marcelite Harris
Mr. Fletcher "Flash" Wiley
Brig Gen (Ret) Dr. Paula Thornhill
Senator Cory Gardner (R- CO)
Representative Doug Lamborn (R-CO)
Representative Martha McSally (R-AZ)
Representative Jared Polis (D-CO)
Representative Niki Tsongas (D-MA)

MEMBERS NOT IN ATTENDANCE:

Lt Gen (Ret) Arlen "Dirk" Jameson (Vice Chair)
Senator Mazie Hirono (D-HI)
Senator Tom Udall (D-NM)
Senator Jerry Moran (R-KS)

AIR FORCE SENIOR STAFF:

Mr. Jeffrey Mayo, SAF/MRM
Mr. Jackie Tillery, 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
Lt Col Michal Kloeffler-Howard, USAFA/CM
Lt Col Ernie Csoma, USAFA/DSX
Lt Col James Evans, USAFA/CM
Maj Cindy Dawson, USAFA/CCA
Maj Dustin Mowrey, USAFA/CCE
Capt Raymond Roe, USAFA/CCA

Mr. Moses Stewart, USAFA/CDO
Mr. Tom Berry, USAFA/CWC

BoV EXECUTIVE SECRETARY:

Lt Col Veronica Senia, AF/A1PT
Maj James Kuchta, AF/A1P

OTHER ATTENDEES:

Mr. Lee Colburn, Congressional Staffer – Congressman Lamborn
Ms. Nicole Frazier, Congressional Staffer – Congressman Gardner
Ms Susan Bowman, Associate General Counsel

OPENING COMMENTS FROM BoV Chair and DFO: Mr Sandoval and Mr Tillery

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

Mr. Sandoval opened the session at 08:49 am- introduced Lt Gen Johnson and welcomed the Congressional members present. Mr. Sandoval called for approval of the minutes from the 18 March 2016 meeting. Call of motion, all in favor. Mr Sandoval provided an overview of the meeting schedule, mentioned their meeting with Under Secretary Lisa Disbrow the day before and noted an interest in increasing the length of time of the Superintendent's appointment to five years.

SUPERINTENDENT'S UPDATE: Lt Gen Johnson

Lt Gen Johnson thanked Mr. Mayo and the Air Force staff for their attendance prior to her brief. Lt Gen Johnson gave an overview of the end of semester happenings, including President Obama's attendance at the 2016 graduation ceremony and the inaugural lecture at the newly opened Polaris Hall.

Lt Gen Johnson provided a summary of demographics and highlighted academic and athletic achievements of the class of 2016. Diversity is increasing at USAFA, with 22.8% of the class of 2016 being female and 29% of the incoming class being female and 31% of the incoming class being minority cadets. After noting that the class of 2016 was one of the smallest graduating classes in academy history, the board expressed support for raising the number of cadets in each class year from the low 4,000s to 4,500.

Lt Gen Johnson gave an update on key personnel activities at USAFA. After the last round of searches to fill the open position of Director, Culture, Climate, Diversity & Inclusion, the search will be widened to the general public. A Director of Communications has been found and is currently in salary negotiations with an anticipated start date sometime in July or August.

A top priority for the Superintendent in the next academic year will be to engage with mid-level leaders to ensure they are aligned with the strategic vision in order to eradicate stovepipes within USAFA.

In the area of innovation and integration, Lt Gen Johnson summarized the need for modernization efforts to be taken including an update of the IT platform and the cadet life cycle management system. A discussion emphasized the need for a review of the nonprofit structure in order to streamline practices that allow USAFA to engage with private entities for public-private partnership opportunities. Public/private partnerships are becoming the new norm across higher ed. USAFA's focus is unity of effort across all the non-profits and institutionalizing our

relationships with our newest nonprofit – the Air Force Academy Athletic Corporation (AFAAC).

Lt Gen Johnson further mentioned ULB request for USAFA BoV meeting frequency to match the other service academies of three times versus four times a year. Mr. Sandoval suggested a modernization of the BoV on the type of members to more president appointed and less member's appointed. He also asked about the longevity of the USAFA staff which Lt Gen Johnson answered, such as commandant three years and superintendent fourth year.

Brig Gen Thornhill inquired about the Air Officer Commanding (AOC) cohort program at University of Colorado, Colorado Springs. She expressed a concern that officers should not all attend the exact same program at the same school, but suggested investigating other ways of educating officers. Rep McSally also agreed.

A discussion took place about the preservation and modernization of the historic Carlton House which costs \$60K a year on maintenance. The board members expressed support for investigating possible avenues of repair. Ms. Hoppin suggested utilizing the nonprofits and donors of USAFA with expertise in areas of preservation and historic buildings.

Rep McSally suggested reviewing USAFA Air Liaison Officer demographics and ensuring that senior personnel who meet with recent graduates reflect diversity. Rep McSally asked for a review of athletic recruitment practices to ensure that qualified non-athletic candidates are not passed over in favor of less qualified athletic recruits. Rep McSally also asked for review of standards for female cadets entering USAFA, specifically hair cutting requirements.

STATUS OF DISCIPLINE/INVESTIGATIONS: Brig Gen Williams

Brig Gen Williams briefed that there were 107 cases of honor code misconduct this year. While this number is roughly 30 cases higher than the previous year, 35 violations are tied to a specific incident of cheating on a knowledge exam. If this incident is treated as an anomaly, then the number of cases is on par with previous years. The number of cadet-reported cases continues to rise with roughly 50% of cases being initiated by cadets compared with 28% last year. Recidivism is low with only 1 cadet having a second violation, who is no longer in USAFA. The changing marijuana laws within Colorado have not affected the number of drug incidents at USAFA, which is generally 1 or 2 per year. Brig Gen Williams also highlighted several outstanding cadets, including an exceptional cadet whose perseverance earned him and his mother an audience with President Obama during graduation. Ms. Hoppin suggested that the story of this cadet be featured on the White House Blog.

CULTURE, CLIMATE AND DIVERSITY UPDATE: Moses Stewart, Jr

Mr Stewart outlined resources, leadership, and accountability as the key elements for diversity inclusion. USAFA will institutionalize diversity by requiring every organization within USAFA to produce a report on diversity to senior leadership and to the Diversity Office. These statistics will be evaluated by senior leadership and the Diversity Office and sent to A1 for oversight. Mr Stewart explained that USAFA addresses diversity through the lens of character and leadership, explaining that cadets must be able to respectfully lead a diverse team. This method of focusing on relationship building has proved successful and is in line with best practices outside of the service. USAFA is unique to other service academies in that it has a defined diversity plan which is receiving positive press. A West Point representative will visit USAFA this summer in order to learn from USAFA's successes in inclusion and retention. Mr Sandoval asked if the repeal of Don't Ask Don't Tell policy has had an effect on cadets. Mr Stewart explained that he has found little to no effect on cadets, and Lt Gen Johnson noted that LGB is a part of sensitivity training for cadets. Brig Gen Thornhill noted that Steve Cohen from Brown University would like to connect with USAFA about diversity and inclusion and a possible USAFA/ROTC exchange.

Brig Gen Thornhill and Ms Hoppin both expressed concern that talent management practices and advanced education requirements within the Air Force are limiting the qualified pool of faculty for USAFA. The board discussed diversity in faculty staff at USAFA and expressed interest in receiving SAF/MRM's plan for talent management and officer retention to be released in Fall 2016.

CHARACTER DEVELOPMENT UPDATE: Mr Tom Berry

Mr Tom Berry briefed updates on Polaris Hall and integration efforts. Operations have begun in Polaris Hall which features dedicated spaces for Honor Committee members to conduct meetings and investigations. Mr Berry highlighted the Character and Leadership curriculum developed at USAFA which focuses on character, leadership, honor, and integrity integrated across all elements of USAFA. Mr Sandoval asked if this curriculum will be trademarked or packaged for external consumption. Lt Gen Johnson explained that USAFA is still developing the program and is not prepared to offer it externally at this time, but will investigate doing so in the future.

STRATEGIC COMMUNICATIONS UPDATE: Lt Col Kloeffler-Howard

Lt Col Kloeffler-Howard briefed the strategic communications update. USAFA has received positive press from major media outlets since the last BoV, including stories in the Washington Post, The New York Times, The Atlantic, The Christian Science Monitor, and NBC. Lt Col Kloeffler-Howard explained USAFA's efforts to enhance their brand through marketing strategies including updating USAFA website and copyrighting USAFA logo. USAFA received positive local press during the 2016 USAFA graduation ceremony and noted that their

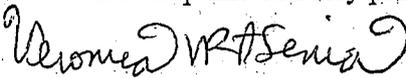
relationship with the Colorado Springs Gazette has improved. Ms Hoppin expressed disappointment that USAFA did not advertise a designated hashtag for the event, as discussed at the last BoV meeting. A more unified strategy will be employed next year. Lt Col Kloeffer-Howard briefed the BoV on USAFA's upcoming symposium of 150 on strategic communications and marketing. USAFA intends to recreate this event each year for academy staff and distinguished community partners. The incoming communications director will use the branding efforts already in place as the foundation on which to move forward. Some of the BoV members discussed attending the symposium.

CHAIRMAN'S FORUM: Mr Alfredo Sandoval

Mr Sandoval gave kudos and appreciation to USAFA, briefers, and all involved in BoV meeting. He mentioned potentially having the next BoV meeting at the Polaris Hall, tour with the cadets, and they would hold a meeting off line to decide dates and board composition. Meeting was adjourned at 2:01pm.

SOME ACTION ITEMS

- Consider changing frequency of BoV meetings to three times a year
- Increase the number of cadets entering per class from 4,000 to 4,500.
- Review education requirements for commanders and consider possible changes to master's degrees, not just counseling.
- Review nonprofit and donors practices.
- Why do we no longer cut women's hair in BCT? What is the historical context for this change, and how does USAFA compare to other commissioning sources?
- Review athletic recruitment process. Is USAFA adhering to the whole person concept when it comes to our intercollegiate athletes?
- Connect with Brown University about possible partnerships/exchange
- Provide a diversity snapshot of the faculty and discuss initiatives to meet diversity goals
- Develop and actively promote USAFA hashtag to control messaging of future events.


VERONICA V. SENIA, Lt Col, USAF
Executive Secretary

ALFREDO A. SANDOVAL
Chair, USAFA Board of Visitors