

MINUTES OF THE REGULAR MEETING

OF THE

BOARD OF VISITORS

UNITED STATES AIR FORCE ACADEMY

9 June 2015

**Approved by the
USAFA BOARD OF VISITORS
25 September 2015**

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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 0930 on Tuesday, 9 June 2015, in Room 334 at the Cannon House Office Building.

ATTENDANCE

MEMBERS PRESENT:

Mr. Alfredo Sandoval (Chair)
Maj Gen (Ret) Marcelite Harris
Brig Gen (Ret) Dr. Paula Thornhill
Ms. Sue Hoppin
Mr. Fletcher "Flash" Wiley
Dr. Thomas McKiernan
Senator Tom Udall
Senator Mazie Hirono

MEMBERS ABSENT:

Lt Gen (Ret) Arlen "Dirk" Jameson (Vice Chair)
Senator Lindsey Graham (R- SC)
Senator Michael Bennet (D-CO)
Senator Jerry Moran (R-KS)
Representative Doug Lamborn (R-CO)
Representative Niki Tsongas (D-MA)
Representative Jared Polis (D-CO)

AIR FORCE SENIOR STAFF:

Mr. Jeffrey Mayo, SAF/MRM
Brig Gen Brian Kelly, AF/A1P
Ms. Tina Strickland, USAFA BoV Designated Federal Officer (DFO)
Mr. Steve Beatty, SAF/MRM
Maj Francys Nichols, SAF/LL

USAFA SENIOR STAFF:

Brig Gen Stephen Williams, Commandant of Cadets
Col Kevin Lamberth, Vice Superintendent
Mr. Jim Knowlton, Athletic Director
Dr Nancy Hixson, Acting CEO of the AFAAC
CMSgt Max Grindstaff, Command Chief Master Sergeant
Ms. Gail Colvin, Director of Staff
Col "Al" Hess, USAFA Liaison

BoV EXECUTIVE SECRETARY:

Not present this meeting; Ms Strickland performed the duties of

OTHER ATTENDEES:

Mr. Lee Colburn, Congressional Staffer – Congressman Lamborn

Mr. Sam Fletcher, Congressional Staffer – Congressman Lamborn

Mr. Nick Ikeda, Congressional Staffer – Senator Hirono

Ms. Jessica Cleary, Congressional Staffer – Senator Hirono

Mr. Sean Duggan, Congressional Staffer – Congresswoman Tsongas

Mr. Matthew Padilla, Congressional Staffer – Senator Udall

Col Jerry Kobylski, USA – West Point

Ms. Carolyn Behtal, AF ROTC Student Wellesley - College

OPENING COMMENTS FROM DFO and BoV Chair: Mr Sandoval and Ms Strickland

Mr. Sandoval – made introduction of USAFA attendees, West Point representative, and Senators Tom Udall (NM) and Mazzie Hirono (HI), the newest board members. Ms. Tina Strickland, the Designated Federal Official, made remarks outlining key Federal Advisory Committee requirements and guidelines. Additionally, she introduced her replacement as DFO, Mr Steve Beatty from SAF/MRM.

Mr. Sandoval called for approval of the minutes from the December 2014 meeting. Call of motion, majority in favor (Thornhill abstained).

Comments were provided by Mr Sandoval's with respect to the office call with the SECAF on Friday 5 June. Discussion items included the following advisory recommendations ::

1. AF leadership stabilizes assignment length of the USAFA Superintendent to align more with college president term (~ five years).
2. Superintendent continue to work with USAFA's three major non-profits to improve the Academy's philanthropy processes and examine other Service academy and industry best practices regarding structure.
3. Review the structure and composition of the USAFA BoV.
4. Board composition and attendance.

SUPERINTENDENT'S UPDATE: Gen Williams and Col Lamberth

Col Lamberth, the Vice Superintendent was the briefer. Lt Gen Johnson was unable to attend He asked Board to help with some strategic initiatives—defining key influencers and business-like metrics that will assist the Academy in judging its progress and the Superintendent's performance. Col Lamberth also briefed on USAFA events throughout the year; demographics of the 2015 class upon entry and graduation; and classification results of the 2015 graduates. This year, more grads were classified into the nuclear career field.

Senator Hirono, our second newest Board member, asked a number of questions about diversity and the Academy's sexual assault program. Senator Hirono requested that USAFA come and brief on their efforts to improve numbers in these areas. Additionally, Senator Hirono made it known that she would like to visit USAFA in the near future.

Col Lambert briefed the Class of 2019 demographics, as well as the 2016 USAFA Preparatory School and Falcon Foundation demographics. Mr. Sandoval stated you the BoV needed to review the difference of the missions and structure of the various schools to better understand the populations attending these programs. .

Col Lamberth discussed USAFA's Strategic Plan and stated that it is rooted in the AF's Strategy and USAFA's Essence of Character & Leadership, Humanities & STEM, Competition, Exemplary Installation, Immersion and AF Mission, Ethos, Culture. He briefed that the Academy's Six Strategic Goals were delineated by:

- A. Culture & Climate
 - 1. Focus on Character & Leadership
 - 2. Enhance Cadet, Faculty & Staff Diversity
- B. Innovation & Integration
 - 3. Graduate Highly Trained Officers
 - 4. Develop & Motivate the Workforce
- C. Processes & Communication
 - 5. Strengthen USAFA's Communications & Reputation
 - 6. Build & Maintain Strategic Partnerships

Col Lamberth stated that USAFA is focusing on its Communication's Plan and on marketing efforts. He briefed that USAFA is reviewing the feasibility of conducting a private/public venture for a Cyber Innovation Center at USAFA, which would serve as a center oriented toward educating and researching with industry and academia.

Col Lamberth also covered their Pathways to Excellence initiative with particular focus on permanent party development; status of the cyber innovation center; and other highlights of events at USAFA and cadet activities. He concluded the update restating how the Academy would like the Board's help with metrics, communication, and advocacy.

AFIMSC UPDATE: Col Brian Duffy

Col Brian Duffy, the Vice AF Installation and Mission Support Center (IMSC) updated the Board on the status of the IMSC implementation. He said the team is working closely with the Academy to ensure support for funding and direction for the unique USAFA issues such as NCAA Division 1 requirements. The goal is to work directly with the Superintendent and her staff to assist with identification/validation, capabilities gap analysis, and risk assessment for the USAFA requirements. USAFA funding issues will remain an important part of the IMSC decision pro

CHAIRMAN'S UPDATE: Ms. Strickland and Mr. Sandoval

Ms. Strickland briefed the purpose of the FACA committee; the role of these committees throughout government; the applicable laws to include the Government in the Sunshine Act; and this Board's appropriate actions to abide within the constraints of the laws. The members discussed the issue of advocacy and how the Congressional staffers need current information. The Board voted to establish a communications subcommittee to review marketing and communications issues. Ms. Hoppin will chair this committee and take action to develop and coordinate a charter.

ATHLETIC DEPARTMENT and AFAAC UPDATE: Mr. Knowlton and Dr. Hixson

Mr. Sandoval introduced the new AD, Mr Jim Knowlton. He reviewed his visits with each section of his new department. He stated winning is important and if you recruit hard, you develop officer ship skills. Mr. Knowlton stated some coaches are government and some are under the AFAAC. Mr. Knowlton said he has some flexibility to hire and fire. He said they

would continue to move them under the AFAAC. Mr Sandoval asked about the status of the AFAAC's Cooperative Agreement and if they were on budget. The AD said that they were.

Additionally, he discussed the importance of standardizing the USAFA brand and of fund raising. Ms. Hoppin talked about different patterns and trends of fundraising—giving patterns are different for different groups.

Dr. Hixson gave a summary of the AFAAC to include its history, current status, and future goals. Thus far, it has been effective and data indicates they are meeting their goals.

CLOSED SESSION: BG Williams

Mr Sandoval terminated the open session. 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).

2015 SCHEDULE OF FUTURE MEETINGS

25 September at USAFA

11 December in D.C.

//APPROVED/07 August 2015//

Steven J. Beatty, DFO

for

TINA S. STRICKLAND

Acting Executive Secretary and DFO

//APPROVED/07 August 2015//

ALFREDO A. SANDOVAL

Chair, USAFA Board of Visitors