



**UNITED STATES AIR FORCE ACADEMY
BOARD OF VISITORS
WASHINGTON, DC 20330**

13 Apr 2022

The United States Air Force Academy (USAFA) Board of Visitors (BoV) met in person at the U.S. Air Force Academy, Colorado Springs, CO on 13 Apr 2022. The meeting was also transmitted via Zoom.

WELCOME/CONVENE MEETING

Mr. McDonald, Designated Federal Officer (DFO), opened the meeting and went over the rules of engagement for the USAFA BoV meeting. He introduced SAF/MRM, Mr. Engelbaum and turned the meeting over to Lt Gen Clark, USAFA Superintendent who introduced the 10th Air Base Wing and USAFA leadership team. Next the BoV Chairman, Hon Eric Fanning was introduced. He thanked and welcomed everyone acknowledging this was the first BoV meeting in 2 years and included nearly all new BoV members. He pointed out that the new SAF/MR Nominee, Mr. Wagner is still awaiting confirmation and expects his leadership will play a key role in the BoV. New USAFA BOV members include Maj Gen (ret) James Johnson, Sen Hickenlooper, Sen Baldwin, CDR (ret) Dunning and Lt Col Spurlock.

SUPERINTENDENT'S UPDATE

Lt Gen Clark, USAFA Superintendent, provided an update on his priorities which are to: 1) Develop Leaders of Character, 2) Defeat COVID-19, 3) Prepare for Future Conflict, and 4) Demonstrate Respect and Dignity for All.

Developing Leaders of Character. He explained this priority applies to all aspects of the USAFA mission. From classrooms to athletic fields, Cadets practice this priority and receive consistent emphasis on it across all aspects of their USAFA experience. He outlined the Leader of Character Framework, 1) Own: Pursuit of Your Identity, 2) Engage: Purposeful Experiences, and 3) Practice: Habits of Thoughts and Actions. This framework develops Leaders of Character who, Live Honorably, Lift Others, and Elevate Performance.

The Superintendent then shared that the Spring Semester of 2020 saw a sharp increase in Honor Code violations after freshman through junior Cadets were allowed to go home for their studies in response to the COVID pandemic. In total 245 Cadets suspected, and the violations included sharing test data, accessing unauthorized websites and plagiarism. In response, an Honor Code Design Sprint was accomplished and identified 3 key themes: 1) The Why is Missing, 2) Lack of Trust in the System, and 3) Lack of Intentional Development. From these themes, Lt Gen Clark went on to lay out three Lines of Effort. The first was to direct greater Faculty and Staff alignment, ensuring consistency in messaging. The second was to focus on enhanced Freshman development so as to infuse Honor Code values in the earliest touchpoints with Cadets. The third Line of Effort was a re-commitment to reinvigorate the Honor Code within the upper three classes since the majority of the honor violations committed during the surge came from their classes.

Defeat COVID-19. The Superintendent presented a timetable which illustrated several key moments from early COVID through its peak in the spring and summer of 2020. He thanked the Pandemic Math Team (virologists, statisticians, mathematical modeling, and public health experts) for their assistance, which allowed a successful surveillance testing program and data driven decisions for quarantine and isolation which in turn enabled continued operations, activities, classes, and the successful graduation of the class of 2021. Lt Gen Clark hopes to be able to remove this priority in the near future.

Prepare for Future Conflict. Lt Gen Clark shared multiple endeavors and opportunities in support of this priority. First is the Institute for Future Conflict. USAFA recently hired Lt Gen (ret) BJ Schwedo, formally from the Joint Staff J6, who has a robust Intel and Cyber background to lead efforts related to Future Conflict. Lt Gen Clark explained that this is not just an academic endeavor but one that cuts across all the mission elements. He discussed USAFA's plans for its Institute for Future Conflicts, Multi-Domain Lab, Madera Cyber Innovation Center, and Space Education Center.

Respect and Dignity for All. The Superintendent noted this has been a multi-pronged effort at USAFA. He explained the great value of the Preparatory School to ensure diversity and opportunities for underrepresented districts. He also noted that USAFA has added Cadet Diversity & Inclusion Leadership Positions throughout the organization, a Diversity & Inclusion Minor, and developed a USAFA Diversity & Inclusion Strategic Plan.

Lt Gen Clark closed his brief by sharing some recent highlights. These included visits by Elon Musk and Jared Isaacman, virtual dogfighting competitions, and USAFA members participating in the Department of the Air Force's SPARK Tank. Finally, he highlighted the Annual National Character and Leadership Symposium which took place in February 2022. The theme was Ethics and Respect for Human Dignity, and the event was widely considered a success.

COMMANDANT'S UPDATE

Col Clarence Lukes, Vice Commandant of Cadets, presented the Commandant's update. He noted the Commandant is focused on the direct development of Cadets from the moment they cross the threshold until their commencement with a focus this academic year on Agile Combat Employment. The curriculum is focused on the future fight which is aligned with the CSAF vision. In addition, the honor code violations during the height of COVID brought the need to refocus on the Honor Code to the forefront, resulting in its insertion much earlier into the Cadet Development process. Col Lukes then outlined the Cadet Summer Programs including Basic Cadet Training, Combat Survival Training, Operation Air Force and Space Force, and two new programs: Azimuth, which has a strong Space focus, and a Special Warfare Orientation, which exposes and prepares future Special Warfare Officers for a challenging career path. Finally, in response to a previous action item, he closed his brief by discussing Cadet Outreach programs including the Peak Performance Center embedded operations, the Personal Ethics and Education Representative (PEER) program, the Sexual Assault Prevention and Response program, Diversity & Inclusion, and Chaplain Support.

DEAN'S UPDATE

Brig Gen Linell Letendre, USAFA Dean of Faculty, opened by going back a few years to look through the lens of the new strategic plan to move USAFA towards becoming a world class faculty and institution. In line with the USAFA Strategic Plan, she shared five priorities: 1) Inspire and Reinforce a Culture of Living Honorably, 2) Prepare for Future Conflict, 3) Foster a Culture that Embraces Innovation, Fueled by Airmen and Guardians, 4) Execute Operations in an Integrated, Accountable, and Agile Manner, and 5) Establish a World-Class Reputation. The Dean also highlighted the following: Martinson Honors Program, Big Data Infusion, Makerspace for Innovation, Human Capital Management, Interdisciplinary Super Courses, and Intellectual Home of the U.S. Space Force.

ATHLETIC DIRECTOR'S UPDATE

Mr. Nathan Pine, USAFA Athletic Director provided an overview of USAFA Athletics. The USAFA intercollegiate program consists of 29 varsity athletic teams, including 18 men's and 11 women's, which compete primarily in the NCAA Mountain West Conference. In the Comprehensive National Standings for 2021-2022, USAFA is ranked #1 among the service academies, 1st in the Mountain West Conference, and 54th of 320 nationally. He highlighted that the football program from 1 July 2021 to 28 Feb 2022 generated \$132.5M of earned media value.

Ms. Jennifer Block, Executive Director of Athletic Programs, shifted to the overall physical mission of the Athletic Department (AD) and explained that unlike other service academies, the USAFA AD is in charge of all physical development for all 4,400 Cadets. She described the three components in the department apart from intercollegiate athletics: Physical Education, Fitness and Testing, and Intramural Sports. She highlighted the Athletic Department's role in Basic Cadet Training where Physical Education Instructors train Cadets and Faculty on the PT program to ensure healthy and safe methods are used. This approach has reduced injuries 68%. In addition, Physical Education Averages (PEA) results for the Class of 2025 had the highest Aerobic Fitness Test (AFT) averages in history and is in the top 3 averages for the Physical Fitness Test (PFT). She then noted AD's work with the USAF Combatives Center of Excellence and AD sponsored Physical Therapy Fellowship.

Finally, Ms. Block closed her brief by discussing their Mental Performance/Sports Psychology collaborations with goals on improving accessibility and lowering barriers to seeking help for mental health. Members of the Peak

Performance Center (PPC) joined the cadre as adjuncts to assist instructing and engage with Cadets to better understand and help resolve training challenges, fears, and concerns. A Certified Professional Mental Coaching Fellowship is on the horizon, and partnering with the University of Denver University will bring graduate students to do their clinical time to USAFA to further advance that care. In addition, USAFA is adding a quiet room in the department to provide a variety of counseling opportunities with Cadets.

AIRMANSHIP UPDATE

Lt Col James Kellenbence, USAFA/A3 Chief of Operations, briefed the 5-year Airmanship program beginning with the Preparatory School (Prep School) Early Path to Wings program and explained the various paths cadets can take through their senior year. His two major priorities were: 1) Rated Diversity and 2) Continued development of the Airmanship program and laboratories (estimated to be complete in the next 6 months that will include consolidation of aviation laboratories with 20 simulators.)

He provided an in depth brief the Early Path to Wings program as well as the following Airmanship programs: Powered Flight, Parachuting, Soaring, Remotely Piloted Aircraft, and the USAFA Flying Team. He closed the brief noting USAFA's partnerships with Air Force Recruiting Service (AFRS) and the Holm Center Officer Accessions & Citizen development enabling the following summer programs: Aim High Flight Academy (9 flights to Solo), and JROTC Flight Academy (full summer to private pilot license), and procurement of 2 FAA certified simulators (one at the Prep School and one in the Airmanship laboratory).

DIVERSITY AND ADMISSIONS UPDATE

Dr. Joseph Looney, USAFA's Chief Officer of Diversity, Equity and Inclusion and Col Art Primas, Director of Admissions, briefed the four priorities of the program, which are to Recruit, Develop, Retain & Succeed, and Sustain students, faculty and staff that value diversity and lead inclusively. Recruiting efforts are focused on Congressional Opportunity Districts, Prep School Diversity, Admissions Advisors, and Faculty Diversity. In doing so, USAFA also leverages partnerships with Members of Congress, AFRS, Junior Reserve Officers' Training Corps (JROTC), and educational influencers to increase awareness of the Academy. Those who don't qualify for direct appointment have an additional path via the USAFA Prep School, which has been found to benefit diversity and inclusion.

Col Primas stated that USAFA has been largely successful in meeting diversity goals noting that the Class of 2024 is the most diverse in USAFA history but also acknowledged that the Class of 2025 suffered minor setbacks due to limited recruiting and outreach during the pandemic. He identified USAFA Admission Advisors (AA) as USAFA's most important outreach and recruiting tool. USAFA is allocated 14 AAs from each graduating class who serve on the admissions staff for one year. The AAs are intentionally vetted for diverse representation and professionalism. He requested that the number be increased to 28 Air Force and 5 Space Force Lieutenants in future years.

Dr. Looney next presented the Development priority, outlining actions taken to pursue a DE&I culture include Appointee Training accomplished prior to arrival, D&I Minor, D&I Reading Room, AOC/AMT Training, Faculty Orientation, Staff Training, and the annual National Character and Leadership Symposium. Regarding retention, Dr. Looney explained that the goal is to "Equitably retain and provide opportunities for success for students, faculty and staff across identities (race, ethnicity, gender, LGBT, etc.)." The efforts designed to achieve this include; STEM Diversity, Rated Diversity, D&I Cadet Positions, Affinity Groups, a Multicultural Council, and Mentoring. Diversity and Inclusion is seen as a military imperative to solve problems in future conflict.

Finally, with regard to sustainment, Dr. Looney notes USAFA is working to ensure structures and strategies are in place to manage efforts, measure results, and hold organizations accountable for DE&I outcomes. In place to achieve this are Listening Sessions, a DEI Action Group, and monthly DEI Executive Committee chaired by the Superintendent. These processes are guided by the 2021 USAFA Strategic Plan and the 2021 USAFA DEI Strategic Plan, the first in 10 years, which was highlighted as a best practice.

SAPR/VIOLENCE PREVENTION UPDATE

Ms. Sonja Strickland, Program Manager for SAPR and Violence Prevention, introduced Cadet Cates-Beir and Cadet Bahna to brief the Teal Rope program. The cadets noted the primary mission of the Teal Rope program is to

Educate, Escort, and Encourage victims of violence. Teal Ropes provide an empathetic first response to peers, work to dispel rumors about sexual assault, educate others and connect victims to helping agencies. Currently there are 90 Teal Ropes, 65 female/25 male, and they have assisted with 170 inquiries, 8 victim reports, and 14 victim escorts to helping agencies this school year.

Next was an overview of the USAFA Prevention Integrated Framework with associated Prevention, Intervention, and Response programs and resources. This framework includes: approaches being used to counter Inter-Personal and Self-Directed Violence and Evidence-Based Prevention Programs. Existing programs include Cadet Healthy Personal Skills Training (CHiPS), Parent Based Intervention (PBI), as well as two pilot programs: Sexual Communication and Consent (SCC) and the Enhanced Access, Acknowledge, and Act (EAAA) program.

The Academic Year 2020-2021 Annual Report on Sexual Harassment and Violence (SH&V) key takeaways were briefed. There is still an expectation of increased prevalence of sexual assaults reported across all military service academies, which was reported as an all-time high in the 2018 Service Academies Gender Relations (SAGR) survey. This challenge is shared with civilian colleges and universities. There was an increase in sexual assault reports across all military service academies. This increase is largely attributed to the cadets feeling safer to report. The annual report also noted several strengths including: use of evidence-based prevention activities, minimal errors in the Defense Sexual Assault Incident Database (DSIID), full implementation of the Safe to Report posture, and expedited Military Service Academy (MSA) transfers. In the way ahead, USAFA continues to update post-Case Management Group activities to ensure continuity, continuously evaluate programs and build upon current program effectiveness.

Three Independent Review Commission (IRC) recommendations were then presented and USAFA actions in response to those were described. First was recommendation 4.3 “No Wrong Door” Policy that ensured that all victims receive immediate escort/assistance/access to the appropriate helping agency. USAFA is participating in DoD/A1Z working groups on policy in this effort. Next was 4.2.a, initiating a working and close relationship with the SAPRO/SARC and local rape crisis centers. USAFA meets monthly with local rape crisis center “Tessa” and Colorado Police Department training. Finally was 4.2.d, creating a survivor led peer support group. To this end USAFA reinvigorated the survivor group with monthly meetings beginning April 2022.

The next presentation was of the total reports by type. The MSAs received a total of 161 sexual assault reports during the 2020-2021 Academic Year (AY); 40% of those reports arose at USAFA. Ms. Dunning asserted that was a good thing because it meant Cadets were not afraid to report offenses at USAFA. For AY 20-21 USAFA had 12 Sexual Harassment complaints and 64 Sexual Assault reports. The breakdown was: 55 reports with the Cadet as either victim or subject, 41 were reported as occurring during Academy enrollment, and 28 unrestricted/27 restricted reports. Regarding victim assistance, CATCH has had 4 matches to date with one of them converting to unrestricted; Safe to Report has supported 22 victims.

To close out this briefing, Col Mike Safko, USAFA/JA presented a roll up of AY 20-21 Sexual Assault outcomes for 37 unrestricted reports with 23 total subjects; 2 officers, 1 enlisted, 18 cadets, and 2 Cadet Candidates. Currently there are 4 pending Courts-Martial, 6 discharged/pending discharge, 8 received admin action/non-judicial punishment, 4 pending initial disposition, and 1 case was closed without action. For the case closed without action, Col Safko noted other disciplinary measures for collateral misconduct may still be pursued.

BUDGET UPDATE

Lt Col Thomas Cook, USAFA/FM, began by thanking the BoV for their support and advocacy. He thanked the Department of the Air Force (DAF) for supporting the Carlton House project by funding of the restoration project. Next he highlighted the FY21 unfunded requirements list wins: \$5M IT Infrastructure, \$4.5M Land Mobile Radios, \$3.6M Infrastructure Projects, \$1.9 Athletic Department Shortfall, \$1.6M Air Base Wing and \$1.2M for the Dean of Faculty and Prep School. Additionally, USAFA received \$4.5M in COVID funding for the life/health/safety of Cadets, faculty and staff and executed \$448.6K for SAPR programs. The FY22 Appropriations Bill provided the following plus-ups for USAFA: \$10M Facility, Sustainment, Restoration and Modernization, \$24.7M MILCON project for the Prep School Dorm and \$4.4M for the High Bay Vehicle Maintenance Facility. The FY22 top 5 shortfalls identified were: \$18M IT infrastructure, \$7.2M Athletic Department Operations, \$3M Combat Survival Training, \$1.2M CCLD Development and \$1.4M Cadet Support Services Center.

For the FY23 outlook he provided the top 3 Congressionally Directed Spending Requests in priority order: \$200M for the Space Education Center, \$15M O&M not MILCON for the North Gate Visitor's Center (an enhanced use lease project), and \$4.4M for the USAFA Cemetery Expansion. The SAPR budget request for FY23 is \$400K. He also highlighted a good news inject from the DAF, the following USFA shortfalls were solved in the FY23 Program Objective Memorandum: \$20M for IT infrastructure, \$7.2M for the Athletic Department, and \$2.8M for Combat Survival Training.

A question was raised on if the Space Education Center is going to be executable in FY23. The response was that they are working very hard to get a package for a congressional insert. The form 1391 is the biggest part of that effort, and the planning document was recently funded to define the programmatic cost estimate. This action will enable USAFA to take the project to the MILCON Board in the fall. It's looking like FY24 is a better target to accept funding for design.

A1 AND SPACE FORCE UPDATES

Dale Hogue, Executive Director of Manpower, Personnel and Officer Accessions presented the Cadet AFSC and Workforce Resourcing brief. USAFA's workforce is composed of approximately 3,100 personnel, 700 Officers, 800 Enlisted and 1600 Civilians. He went on to identify Personnel and Training Panel workforce shortfalls; 14 (1 Enlisted/13 Civilians) to fix USAFA Athletics, 25 Civilians to meet Higher Learning Center (HLC) Accreditation requirements, 20 Civilians to meet other command priorities, and 19 Officers to expand Admissions Recruiters/Advisors program. For the Air Force Installation and Mission Support he identified 81 position shortfalls (46 Enlisted and 35 Civilians).

He then transitioned to discuss the CY22 Key AFSC Results for the Cadets. In CY 22 USAFA commissioned 975 Cadets in the Air Force (90%) and Space Force (10%). The bulk of graduating Cadets go into rated career fields. He shared that female pilot selects have gone up 4% this year and there is a 45% non-majority representation composite of rated selects up 7% from last year. He shared that the USSF target was 96 and they achieved 101 in 2022.

Col Greenwood, the USAFA USSF Liaison, then spoke to how USAFA serves as the Space Force's Academy as well. USAFA is projected to annually produce 96 Guardians per year, about 10% of the graduating Cadets. In November 2021 Space Delta 13 Det 1 was established at USAFA with 3 Guardians for a formal presence on Campus and to provide servicing support to the 38 Guardians currently assigned to USAFA. Some of the Space Programs offered at USAFA include 7 USAFA Research Centers, the Azimuth summer program (the first true Guardianship program), Astronautical Fundamentals and Domain Awareness, a Space Operations Experience and Space Outreach programs with industry/international partners/other universities, local USSF bases and space alumni, including astronauts and other distinguished space pioneers. He shared that USAFA currently offers 2 Space Majors, Astronautically Engineering and Systems Engineering-Astro, and 1 Minor, Space Warfighting with four distinct tracks: Operations, Intelligence, Acquisitions and Cyber.

PUBLIC COMMENTS

A Federal Register Notice was published two-weeks prior to this meeting and solicited public comments to be read at the meeting. One public comment was received, but was inadvertently not addressed at the meeting. That comment will be discussed at the next BoV meeting.

ACTION ITEM REVIEW

Lt Col Schabron led the review of previous and new action items.

Previous Action Items:

IT Infrastructure (2018), Status - Open: USAFA is historically underfunded by \$20M for IT infrastructure and typically relies on end-of-year fallout money to cover IT needs. *Current Status:* Long term funding has been secured in the FY23 PB. For FY22, USAFA continues to partner with SAF/FM on funding solutions. The sponsor of this item recommended keeping this action item open until execution dollars are received in the fall. ***Board concurred with leaving the action item open.***

Cadet Athletic Funding (2018), Status - Open: Most universities experience an annual cost growth of 8-14% for athletic programs; historic funding growth at USAFA is only 6-7% growth resulting in a \$7.2M POM disconnect. USAFA relies on funding through end-of-year fallout money; this is not a long-term strategy. Current Status: Long term funding has been secured in the FY23 PB. For FY22, USAFA continues to partner with SAF/FM on funding solutions. The sponsor of this action item recommended keeping open until execution dollars are received in the fall. *Board concurred with leaving the action item open.*

SAPR Budget and Resources (2018), Status - Open: The USAFA SAPR programs are budgeted for \$65K with a \$300K shortfall in FY20 and a \$335K shortfall in FY21 and FY22. Included in the shortfalls are the CHIPS Program, SAPR Summit, and additional costs to run the SAPR office. USAFA continues to receive tremendous support from SAF/FM to cover shortfalls. Headquarters Air Force also noted the need for more data on the effectiveness of prevention programs to ensure future funding. The Chairman recommended the Board continue to advocate for support, funding and manpower requirements. Current Status: Funding remains on a year to year basis as we continue to partner with Department to the Air Force on long term solutions. Funding for FY22 has been promised to USAFA by SAF/FM. The Chairman recommended keeping this action item open until funding is formally programmed. *Board concurred with leaving the action item open.*

Medical Accession vs. Retention Standards (2018), Status - Closed: The current challenge is maintaining accession medical standards for the entire four years at USAFA. This is DOD policy. Current Status: The action item sponsor requested closing this action item. While the issue is still relevant, USAFA does not have a significant issue as long as it continues to have support for liberal waiver when an upperclass cadet does not meet accession standards. *Board concurred with closing the action item.*

SAPR Data Collection (2020), Status - Closed: Specific data was requested for individual cases and the disciplinary actions associated, if any. The Sexual Assault Prevention and Response framework must include a comprehensive approach and combination of methods to include deterrence. How can we ensure cadets are adequately deterred? Current Status: USAFA's SAPR framework and comprehensive approach to both prevention and victim care was briefed and JA provided outcomes of SAPR reports in the SAPR Update briefing to the satisfaction of the BoV. *Board concurred with closing the action item.*

Non-Federal Entities (2020), Status - Open: Legislative Proposal was addressed in brief. Current law limits the Superintendent's ability to support NFEs. The Superintendent requested the BoV's help to support legislation that would enhance MSA for Superintendents' ability to support their own supporting foundations that enable them to fulfill their missions. Current Status: This topic will be addressed in the Superintendent's Update. A legislative proposal was submitted to DAF. However, due to the DAF limit of 20 submissions, it is unlikely the proposal will be forwarded. As a result, support from congressional members will be required to get language into the NDAA. SAF/LL has cleared USAFA to seek congressional support, and we'll keep SAF/LL informed of any conversations. As a backup, USAFA/JA is exploring additional regulatory change options. During the Superintendent's Update, Sen Hickenlooper and Rep Bacon agreed to revisit this legislation and potentially introduce it as a floor amendment. *Board concurred with leaving the action item open.*

EAAA- Enhanced Assess, Acknowledge, Act (2020), Status - Open: EAAA is a Sexual Assault Resistance Education to test out effectiveness of training females at different levels of resistance to avoid sexual assault situations. A BoV member inquired as to the unintended consequences to only allowing women to participate in EAAA training and not opening up training to men? Current Status: This topic was part of the SAPR Update and a Bullet Background Paper (BBP) on EAAA was provided. The program is still being evaluated for effectiveness at USAFA. In June 2022, a final report to the USAFA Group will provide data to help decide if EAAA continues or is discontinued based on outcomes as well as the resources required to execute the program. Recommended to keep open and present the June 2022 report at the next BoV meeting. *Board concurred with leaving the action item open.*

COVID-19 Survivors (2020), Status - Closed: This action item inquired into efforts to monitor cadets who were COVID-19 survivors, asking what was monitored. Current Status: USAFA is tracking several cadets with post-COVID medical issues through the Airmen Medical Readiness Optimization function to ensure recovery or determine if/when medical standards disqualification action is indicated. Cadets with post-COVID symptoms are

given ample opportunity to either continue in training (with accommodations as needed) or return to training after recovery. ***Board concurred with closing the action item.***

Honor Board/Code (2020), Status - Closed: Provide a panel or briefing on Honor Board, Honor Code, how administered and other avenues to pursue for sexual harassment violations (2020). ***Current Status:*** This topic was addressed during the Cadet Panel during the BoV Immersion and in the Superintendent's Update during the BoV Meeting. ***Board concurred with closing the action item.***

Panel to discuss cadet outreach to include USAFA social workers, chaplains, and mental health providers (2020), Status - Closed: ***Current Status:*** This topic was addressed during the Permanent Party Panel during the BoV Immersion and in the Commandant's Update during the BoV Meeting. ***Board concurred with closing the action item.***

New Action Items:

Prep School Marketing (2022), Status - Opened: Develop a plan to raise awareness of Prep School opportunities in underrepresented districts. Present more information on the topic and a way ahead at how admissions is getting after this and how BoV members can support efforts at the next BoV.

Space Education Center (2022), Status - Opened: Provide an update on the status of plans and funding for the Space Education Center.

Military Professor Copyrights (2022), Status - Opened: Provide a status on progress is securing copyright rights for military professors.

Admissions Assistants (2022), Status - Opened: USAFA is working to enhance the Admissions Assistant program by adding 19 more lieutenants to support Admissions Recruiters. These lieutenants will be hand-picked and represent and advance diversity to the recruiting effort. Provide an update on that effort at the next BoV.

CLOSING REMARKS

Lt Gen Clark thanked the team and briefers for all their efforts. He coined the project team and protocol team for the great preparation and execution of the event. Hon Fanning thanked everyone for their participation and to USAFA for a great visit and a full agenda.

ADJOURN MEETING

Mr. McDonald adjourned the meeting.

ROBERT J. SCHABRON, Lt Col, USAF
Executive Secretary



ERIC FANNING
Chairman

Attachment:
1. Attendance Roster

ATTACHMENT 1: ATTENDANCE ROSTER

Board Members:

The Honorable Eric Fanning, BoV Chairman
Maj Gen (Ret) James Johnson, BoV Vice Chairman
Senator Tammy Baldwin (Not Present)
Senator Steve Daines (Not Present)
Senator John Hickenlooper
Senator Mazie Hirono (Not Present)
Representative Don Bacon
Representative Doug Lamborn (Not Present)
Representative Ted Lieu (Not Present)
Representative Jackie Speier (Virtual)
CDR (ret) Zoe Dunning
Lt Col Wesley Spurlock

USAFA Senior Leadership/Key Personnel:

Lt Gen Richard Clark, Superintendent
Brig Gen Linell Letendre, Dean of Faculty
Col Otis Jones, Vice Superintendent
Ms. Gail Colvin, Director of Staff
Mr. Dale Hogue, USAFA/A1
Col Mike Saffko, USAFA/JA
Mr. Carlos Cruz-Gonzalez, USAFA/A4
Col Harold Hoang, USAFA/A6
Col D'Anne Spence, USAFA/CCL
Col Clarence Lukes, Vice Commandant
Col Scott Williams, Vice Dean of Faculty
Col Arthur Primas, Director of Admissions
Col Melissa Youderian, Preparatory School Commander
Mr. Nathan Pine, Director of Athletics
Ms. Jennifer Block, Executive Director of Athletic Programs
Col Christopher Leonard, 10 ABW/CC
Col Kurt Wendt, CCLD Director
Dr. Joseph Looney, Chief of DE&I
Col Michael Stolley, 306 FTG/CC
Lt Col Thomas Cook, USAFA FM
CMSgt Sarah Sparks, Command Chief

Others:

Mr. Mark Englebaum, Deputy Assistant Secretary, Force Management
Mr. Ryan McDonald, BoV Designated Federal Officer
Lt Col Robert Schabron, BoV Executive Secretary
Ms. Laura Megan-Posch, SAF/GCA
Lt Col Michael Sayler, SAF/LLP
Maj Collin Lohr, SAF/LLP
Maj Nikki Ward, SAF/LLZ
Maj Collette Grosselin, SAF/LLH