

*MINUTES OF THE REGULAR MEETING*

**MINUTES OF THE REGULAR MEETING**

**OF THE**

**BOARD OF VISITORS**

**UNITED STATES AIR FORCE ACADEMY**

-----

**15 November 2017**

MINUTES OF THE REGULAR MEETING

USAFA BOARD OF VISITORS

INDEX

<i>TOPIC</i>	<i>PAGE</i>
<i>Attendance</i>	<i>3</i>
<i>Opening Comments</i>	<i>5</i>
<i>Superintendent's Update</i>	<i>5</i>
<i>Commandant's Update</i>	<i>12</i>
<i>Dean's Update</i>	<i>14</i>
<i>Center for Character and Leadership Development Update</i>	<i>14</i>
<i>IT Modernization</i>	<i>15</i>

*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 9:06 am on Friday 15 November 2017.

**ATTENDANCE**

**MEMBERS PRESENT:**

Gen (Ret.) Edward Rice (Chair)  
Ms. Sue Hoppin (Vice Chair)  
Lt Gen (Ret.) Judith Fedder  
Col (Ret.) Benjamin Drew  
Lt Col (Ret.) Bruce Swezey  
Ms. Linda Cubero  
Mr. Roel Campos  
Senator Cory Gardner  
Senator Mazie Hirono  
Senator Tom Udall  
Congressman Don Bacon  
Congressman Doug Lamborn  
Congressman Jared Polis

**MEMBERS NOT IN ATTENDANCE:**

Senator Steve Daines  
Congresswoman Martha McSally

**AIR FORCE SENIOR STAFF:**

Mr. Jeffrey Mayo, SAF/MRM  
Mr. Jackie Tillery, SAF/MRM BoV Designated Federal Officer (DFO)  
Lt Col Charlie Toth, SAF/LL

**USAFA SENIOR STAFF:**

Lt Gen Jay Silveria, Superintendent  
Brig Gen Andrew Armacost, Dean of the Faculty  
Brig Gen Kristin Goodwin, Commandant of Cadets  
Col David Kuenzli, Director, Operations and Analysis  
Col Harold Hoang, Director, Communications and Information  
Lt Col Dan Finklestein; Director, Commander's Action Group  
Lt Col Christopher Carroll, Director, Financial Management and Comptroller  
Lt Col Lance Gionnone, USAFA Chaplain  
Mr. Jim Knowlton, Director of Athletics  
Ms. Gail Colvin, Director of Staff  
Dr. Kimberly Dickman, SAPR Program Manager  
Dr. Christopher Luedtke, Center for Character and Leadership Development Director  
Mr. Dale Hogue, Director, Manpower, Personnel, and Services  
Ms. Yvonne Roland, Chief, Culture, Climate, and Diversity  
Ms. Kimberly Tebrugge, Director of Strategic Communications

*MINUTES OF THE REGULAR MEETING*

**BoV EXECUTIVE SECRETARY:**

Capt Natalie Campos, SAF/MRM

**OTHER ATTENDEES:**

Col John Garver, USAFA National Capital Region Liaison

Col Michelle Barrett, SAF/MRM

Ms. Jean Love, Assistant Deputy, Compensation & Civilian Personnel Policy Force Management

Lt Col Angela Caltagirone, A1

Lt Col Veronica Senia, A1

Maj Lauren Hale, Aide

Capt Christopher Brown, USAFA CAG

SMSgt Lori Ploessl, A1

## *MINUTES OF THE REGULAR MEETING*

### **Opening comments from the DFO and BoV Chair: Gen Rice and Mr. Tillery**

Mr. Tillery, the Designated Federal Officer (DFO), made his opening remarks discussing the agenda and detailed briefings for the day. Mr. Tillery then introduced Ms. Jean Love who works in SAF/MRM who will fill in as the interim DFO. Mr. Tillery reminded everyone that the minutes would be recorded by executive support, Capt Campos, and will be published to the public once approved. Before turning the meeting over to Gen Rice, Mr. Tillery ended his opening remarks by thanking the group for allowing him to be the DFO for the past year wished everyone good luck in the future.

Gen Rice thanked Mr. Tillery and officially called the BoV to order at 10:13 AM. Gen Rice thanked Mr. Tillery for his service to the USAFA BoV and wished him continued success in his new position serving with the Army; Mr. Tillery will always be part of the USAFA BoV history. Gen Rice reiterated how important this BoV was as the board prepares the annual report which provides oversight and recommendations to the CSAF, SecAF, SecDef, HASC and SASC members, etc.

Gen Rice thanked all members and the audience for attending today and is looking forward to hearing from USAFA and the other members of the team. Gen Rice then discussed the July minutes one final time before the minutes were approved. Once all members approved, Gen Rice then turned over to Lt Gen Silveria for the Superintendent's update.

### **Superintendent's Update - Lt Gen Silveria**

Lt Gen Silveria thanked everyone for being here and thanked the BoV members for joining USAFA leadership for this great opportunity. He then introduced his teammates (listed in "attendance") and thanked them for all of their hard work.

Lt Gen Silveria reiterated since the previous BoV, a lot has been going on at USAFA; below are the subjects the members specifically requested be discussed during this meeting:

- Budget and Personnel
- SAPR Office Update
- Commitment Model and Recoupment
- Respect & Dignity
  - Religious Respect
  - Diversity Office
  - Performance Measurements

Before opening up, Lt Gen Silveria showed a video to show that the intent of the Academy is to produce officers and characters for the United States Air Force. Lt Gen Silveria touched on the Change of Command ceremony, which was held on 11 August and was very thankful for the support from the CSAF and SecAF during this time. Some events since the last BoV included:

- On 16 September, there was an American Kickoff Concert in the Falcon Stadium with over 23,000 attendees and made over \$107,000 in funds for the Athletic

## MINUTES OF THE REGULAR MEETING

- Corporation Blake Shelton and Big & Rich were some of the performers and it was a huge success
- International Week – held on 16-20 Oct – Some of the countries in attendance were Belgium, Brazil, UAE, Japan, Spain and 9 more.
  - Corona Fall – 30 Oct – 4 Nov; the leaders engaged with the cadets for half a day on the air field and up in Fairchild Hall. They were able to see a lot of the programs and the SecAF was very impressed with academics at the school.
  - From the last BoV, Lt Gen Silveria wanted to recap of the Football Season 2017 involving 6 home games and how they were categorized. These categories led USAFA to invite specific individuals to coincide with the topic of each game. The 6 games were:
    - o Family/Community
      - Content and outreach can highlight the Long Blue Line, parents, legacy, community partnerships
        - Tickets for local deployed families
        - Highlight Sponsor Program
        - Infographic of ROI to C. Springs
    - o Cyber
      - Content and outreach can highlight CyberWorx, partnerships with Cyber industry, and Air Force Cyber initiatives
        - National Cyber Security Center
        - Cadet work with cyber security
        - New Cyberworx building
        - SWARM
    - o Space
      - Content and outreach can highlight USAFA Astronauts, Astro Dept, Air Force Space Command, and Falcon Sat
        - Col Jack Fischer return
        - FalconSat Launch
        - Atlas 5 Launch
    - o Future of Aviation
      - Content and outreach can highlight RPAs, Aviation as a joint warfighters, Airmanship programs, and faculty/staff achievements in aviation
        - Partnership with the 12th FTW
        - KC-46/F-35/B-21
    - o Military Service
      - Content and outreach can highlight warrior ethos, veterans, gold star families and USAFA military education
        - Alumni in AOR
        - Warrior Games at USAFA in 2018
        - Faculty/Staff War Stories
    - o Giving Thanks
      - Content and outreach can highlight support from community, local military bases, and faculty/staff

## *MINUTES OF THE REGULAR MEETING*

- Stream game to AOR/OCONUS
- Perm Party March On
- Shout Outs from deployed Alumni
- Crisis Communications – on 25 September, as racial slurs were written on campus, Lt Gen Silveria thought it was extremely important to get in front of the media to make the announcement about the event, what had happened and where the Academy stood on them. He thanked the board members for their support. As USAFA got in front of the topic, the end conversation ended up being more positive than negative.
  - o Gen Rice commended the team on how they handled the situation on a job well done. Ms. Hoppin also commended PA and the team on the timing to take the lead without being called out; this was very proactive and was a job well done.

### **USAFA Personnel Update – Mr. Dale Hogue**

Mr. Dale Hogue began by showing a chart regarding historical manpower levels from 2011-2017 (Non-Cadet). Essentially, USAFA manpower has been reduced 6% (-181) with no reduction in cadets/preps. Today, there is a total workforce for about 4,000; 1,000 contractors, 1,300 civilians and roughly 850 officers and enlisted. Mr. Hogue discussed the mil/civ conversions, the military faculty sustainment and the FY 19 POM. The purpose of the mil/civ conversion is to get warfighters back to the force and to keep better continuity with the civilians. Mr. Hogue said there was a RAND report that suggested a 60/40 mil/civ mix, and that 30-40% of the civilians have military backgrounds. The RAND study really pointed to the cost tradeoffs and the long-term expertise/continuity that we get with civilian faculty members. Brig Gen Armacost mentioned we don't want to go too far beyond that to cut all military so the cadets are not graduating with the belief that all faculty members are civilians; the current civilian academic faculty population is between 30-40%

Currently, there are 15,000 unfunded manpower requirements; USAFA has roughly 300 (approximately 10% in-house workforce). Gen Rice then asked how is USAFA articulating the manpower impact shortages and what parts of the mission aren't being accomplished based on the shortages? Mr. Hogue said we would love to have more AMTs, more coaches, etc. but we are still graduating all cadets at the end of the year. Ms. Hoppin asked if USAFA is working with any private partnerships. Brig Gen Armacost mentioned it can cost up to \$5 million to work with private partnerships. USAFA is also looking for private funds to support the academic services that were cut as well. For example, the Navy uses 70% for their services center which is private funding and are currently looking to update that percentage to 100%. USAFA is looking at options like this as well but the caution of course is the dividing line of what are necessary government functions when you referring to public and private funds requirements.

### **Sexual Assault Prevention and Response Program - Dr. Kimberly Dickman**

Currently the SAPR program manager position is vacant; the job was posted and USAFA currently has a list of applicants. They hope to have someone selected within the next two weeks. Along with that, there are two SARC positions, which are ready to be posted and should be a 3-month turnaround until those members arrive to campus ready to serve. Additionally,

## *MINUTES OF THE REGULAR MEETING*

there is also a violence prevention integration position ready to be posted, one full time volunteer victim advocate (VVA), and 3 additional positions, which are also for VVAs. Dr. Dickman wanted to highlight that even without these positions, USAFA has had four full-time temporary, but certified, individuals who have been in the office working hard and the services/victim care have seen no change. Dr. Dickman reiterated how important it is that these individuals were DoD Sexual Assault Advocate Certification Program (D-SAACP) certified members because you cannot work with victims if you do not have the DoD certification.

In terms of being manned, the SAPR office is 100% manned, even though the individuals are temporary. Without the temporary personnel, the SAPR office is 30% manned; there are 6 positions that need to be filled. As mentioned above, Dr. Dickman also explained that there has been no change in service with these individuals and referred back to some data captured from 1 Jun (reporting start date); the 11th victim has come forward thus far which is the same number of cadets that came forward last year.

In regards to the Fowler Commission, USAFA has been following the recommendations/suggestions from 14 years ago. Dr. Dickman stated she is currently working with Gen Goodwin's staff to see what the exact recommendations were and if USAFA is currently meeting those standards and to assess if the recommendations are still valid. Mr. Swezey asked Dr. Dickman to please keep the members in "the know" with any critical information regarding the SAPR program at USAFA.

Mr. Campos knows the reporting numbers can be misleading and asked what USAFA's metric was to assess the numbers of victims coming forward. Dr. Dickman expressed how important it is to understand the difference between prevalence versus actual reporting data. There is a survey that is conducted every other year that gives the cadets the opportunity to share if they have experienced a sexual assault. On the other hand, the numbers of those who made an actual report are much lower; USAFA uses those two data points to address the fact that the numbers can be misleading. When comparing USAFA to outside colleges and universities, Dr. Dickman expressed how USAFA falls under DoD and public universities fall under the Dept. of Education which results in different guidelines. It is critical to know what we are talking about (prevalence versus actual) since the definitions of sexual assault are so different across military academies vs. public/private universities.

Victim Assistance – to show USAFA's victim care effort as a whole, Dr. Dickman showed a large chart listing all of the individuals that are able to assist when helping victims. Lt Gen Silveria indicated victims have the opportunity, and many options, to report a sexual assault.

- The network of support includes:
  - SARC
  - Mental Health
  - Faculty and Coaches
  - FAP/DAVA – Family Advocacy / Domestic Violence Advocates – if an individual is going through domestic violence with an intimate partner, this office is here to assist
  - MFLACs – individuals within the cadet environment that cadets can go talk to and everything stays confidential (these individuals are also certified counselors)



## *MINUTES OF THE REGULAR MEETING*

- Community Partnerships – USAFA works with Finding Our Voices which provides victim support groups and Tessa which is a non-profit organization which works with both domestic violence and sexual assault victims
- Commanders
- VWAP – Victim Witness Assistance Program – also with our legal office; this program explains to the victims their rights and applicable information as they are going through the reporting process
- SVC – Special Victims Counsel – victims can use this program for legal advice and independent legal representation
- Peak Performance Center – counseling center on USAFA proper which has licensed social workers
- Cadet PEERS – this program is run through the Peak Performance Center; these are cadets that are embedded in the squadron (2 per squadron) and receive extra training on a variety of topics
- Inspector General – works with victims who feel if they are reprimed or retaliated against
- Victim Advocates – volunteers who are certified that are advocates for not only the campus but within their units
- Chaplains
- EO – addresses sexual harassment and SAPR works very closely with them

Dr. Dickman stated the SAPR office ensures they are constantly visible throughout the campus which involves educating and showing their faces throughout the campus. This creates trust for not only the individuals in the SAPR office but for the program as well.

Dr. Dickman concluded her brief with an overall program update.

- The Military Service Academy Sexual Harassment and Violence Report (MSA SH&V) will be released early 2018
- Service Academy Gender Relations Survey (SAGR) will be conducted in April 2018. Every cadet is asked to complete the gender survey and this is where the prevalence comes from; it does have to be detailed but it is anonymous. This survey goes in great detail to receive better survey results
- Callisto is an online reporting and documentation platform that USAFA is researching and currently going through legal review right now. USAFA would like to be the test bed for it as well.
- Green Dot development for cadets – this is the second year the Green Dot training has been used for the cadets/staff. The prep school commander would like to relay this training encourages cadets to step in and “do something” as she has seen firsthand within her students
- SecDef Directive – will be implemented this summer
  - Promote responsible alcohol choices
  - Reinvigorate prevention
  - Enhance culture of respect
  - Improve sexual assault and sexual harassment reporting

## *MINUTES OF THE REGULAR MEETING*

Ms. Cubero made the following comments and asked questions during the SAPR discussion:

- Glad to hear the volunteer victim advocates with only 40 hours of training were replaced with more qualified/certified professionals.
- How is the Academy interacting with the OSI in relation to reported assaults?
- How is the OSI reporting ongoing sexual assault conversations to the Academy?
- Does the OSI continue to use cadet informants? General Silveria stated that the OSI must get the Academy's permission to use cadet informants and no permission was given.
- What is the Academy doing to dispel rumors/negative perceptions and media reports accusing the Academy of a cover up from the firings of whistleblowers and using mental health records against victims to negatively impact their career? Reiterated these are ongoing accusations in the media.
- What are the barriers to victims reporting? What is the strategy to encourage more cadets to get the help they need from the SAPR office without negative consequences? Reiterated concern that cadets do not trust the SAPR office.

At the end of the SAPR brief, Gen Rice requested that a regular schedule be set up for SAPR information to involve more Q&A. Additionally, he requested USAFA cover more about what happened in the SAPR office and how USAFA is going to ensure it doesn't happen again.

### **USAFA Commitment/Recoupment – Lt Col Chris Carroll**

Lt Col Carroll briefly discussed the USAFA audit findings:

- Recoupment Questions from Ms. Cubero:
  - Why 2 years until after the commitment process? This is due to the DoD Directive 1332.23 paragraph 6.1.1.1 which states that 4<sup>th</sup> and 3<sup>rd</sup> class cadets should have no service or financial obligation if disenrolled.
  - How much does USAFA lose annually from money owed by cadets but not collected? – Zero-monies collected are not available to USAFA
- USAFA Audit Findings:
  - USAFA/JA & USAFA/FM needed standard repeatable process w/both offices to ID all tuition reimbursement packages – corrected
  - USAFA/FM did not have a repeatable process to ensure all collections are submitted to DFAS – corrected
  - USAFA has no authority to track DFAS recoupment

### **Culture, Climate and Diversity (CCD) – Ms. Yvonne Roland, Chief Diversity Officer**

The current Diversity and Inclusion (D&I) initiatives at USAFA are:

- Superintendent's D&I Council – composed of members of all mission elements to include SAPR, EO, student representation, CCLD, and the chaplains; to provide consultation and guidance when it comes to enhancing mission effectiveness and how it relates to diversity
- Review & Update USAFA D&I Plan
- Basic Cadet Training (BCT)

## *MINUTES OF THE REGULAR MEETING*

- Town Halls – meant to build trust between the cadre and the cadets; it gives the cadets a voice which is imperative
- Diversity Fellows
- Knapsack Institute – 3-day intensive course where cadets are introduced to D&I curriculum
- D&I Professional Development

The Way Forward for USAFA regarding D&I initiatives include the following:

- Civility Campaign – institutional campaign where USAFA’s desire is to change paradigm shift perspectives and attitudes to offer the population a different set of lenses to look through (involving lectures and workshops, etc.)
- Training / education
- Mentor / support groups
- Diversity links
- Outreach – visited other Academies
- AFA 70% non-minority. 46 military positions changing to civilian; average tenure of civilian faculty is 16-18 years.

### **USAFA Religious Respect – Ch Lt Col Lance Giannone**

Religious Respect Update: Current policy and guidance, Sept '15, religion respect program was established. Permanent party are required to receive training when they arrive at USAFA and every 3 years. When cadets arrive, they also receive initial religious respect training during BCT and BMT with progressive levels for learning each year for upperclassmen.

Cadet Interfaith Council:

- Established in 2010
- 17 cadets, 10 faiths and chaplain advisor
- Resolves cadet religious respect issues at the lowest level
- Fosters respect and provides interfaith events
  - Jews and muslims today
  - Thanksgiving: What Religions Teach About Gratitude
  - Missions and Pilgrimages
  - Sacred Spaces
  - Cadet Religious Diversity Expo/Dialogue

A separate meeting group includes atheists and “free thinkers”; the commandant stated that the group is “education” on both sides. The commandant has the opportunity to meet with them every other week so they have a voice even though it may not be in the interfaith council due to an OSD policy. This conversation was prompted by the interest of Senator Hirono who asked why the “non-religious” were unable to be a part of the council. Overall, the policy prohibits “non-religious” to be a part of the interfaith council. Ms. Hoppin also asked if sponsors receive a briefing about religious tolerance.

## *MINUTES OF THE REGULAR MEETING*

Lastly, the chapel is due to close January 2018 for 4 years for infrastructure improvements but USAFA will ensure all religious accommodation will be taken care during the time of renovation.

### **Performance Measures – Col David Kuenzli**

Institution Effectiveness (IE) is the degree to which an organization is meeting its state of directive and implies a culture of continuous improvement. USAFA has an accreditation coming in 2019 by a higher learning commission, which will be an embedded institutional process. An example is the study USAFA did on “Tri-Service Academy Attrition” study. On average USAFA’s rate is about 23%, West Point is 20-21% and the Naval Academy is about 12%. A team went to talk to the attrition experts at the academies and then wrote a report. Overall, there were many findings; the biggest finding was “pre-training”; USAFA BCT had a higher attrition rate out of BCT.

In order to help with the attrition rate, USAFA created an Institutional Effectiveness Council, which is comprised of colonels within the Cadet Wing, and several of the directors on the Superintendent’s staff. This group gets together to look at institutional metrics and they decide whether or not there is an institutional issue that they would like to address or ask questions about. This year, they have decided to look at attrition as a whole. Graduation rate is at 77% but raised the question as to whether this rate is appropriate for the mission of the USAF. By the end of the academic year, they will have a plan to address the conditions that causes this attrition rate. Additionally, USAFA conducts exit interviews for those that may not want to complete their education/training at USAFA. Academics, BCT, conduct, and personal reasons are some of the key motives why cadets are leaving. USAFA will continue these exit interviews to assist in decreasing the attrition rate percentage.

The council caused PA to re-evaluate their “brand” and ensure the brand is infused within USAFA admissions. They wanted the brand / marketing materials to be authentic and real so they can create a more impactful conversation to understand if the cadets are satisfied and if USAFA is the right decision to make for their lives.

### **Commandant’s Update – Brig Gen Kristin Goodwin**

Gen Goodwin’s briefing covered three areas; Basic Cadet Training, key pillars of the cadet conduct (discipline and honor), and cadet development (where we are and where we are going).

Basic Cadet Training – there were 1225 applicants and 1216 of them showed up and 1185 of them graduated. This was a 3% attrition rate, which is the lowest it has been in 10 years. The chart on the next page shows what USAFA is working to sustain and improve:

MINUTES OF THE REGULAR MEETING

SUSTAIN	IMPROVE
<ul style="list-style-type: none"> <li>• <u>Team cohesion</u> – team focus time, basic-to-basic time – 16 hours over 38 days where the basics have time to sit down and talk as peers during their experiences they’re having at USAFA</li> <li>• <u>Attrition</u> – reduced through use of 30-day “all in” process – instead of having the opportunity for them to leave at day 1, the cadets had to stay in until day 30</li> <li>• <u>Transition/Stress Mgt</u> – reflection/journaling time – after every single day, the basics sit down and do journaling; this has been highly successful as it builds trust between the cadre and basics</li> <li>• <u>Cadre Prep</u> – increased spring semester training, 3 MTI visits – this ensure the cadre goes through the proper training</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Cadre Training</u> – diversity training, stan/eval focus</li> <li>• <u>Codification</u> – capture lesson plans, publish SOPs – this is to ensure everything is written down and capture all lessons we are learning (this prevents from rewriting lessons if they do not need to be)</li> <li>• <u>Manpower</u> – increase permanent party continuity/oversight</li> </ul>

Honor Update – the Cadet Honor System is cadet owned with staff oversight. The intent for these 182 cadets is to improve efforts to address timeliness while monitoring the demographic disposition stats. They teach honors classes, run the honor board, and do the investigations. The case analysis for 16-17 shows the lowest number of honor cases in over 17 years. Honor Board consists of 9 cadets; Squadron Professional Ethics Advisors provide staff oversight. Need 6 votes to find in violation. Ms. Cubero asked what happens if a cadet is found in violation. If in violation, they go through a probation disciplinary process and penalty, if any, depends on their class year (more lenient with freshmen).

Discipline Update – only 2% of cadets face formal discipline; percentage consistent over time. The accuracy of discipline is limited by accountability by cadets and permanent party oversight at USAFA and the local area. Top offense: basic compliance oriented; underage drinking remains the most prevalent alcohol offense.

Ms. Cubero asked about the number of disciplinary incidents by Prep School grads as cadets; it was shared that outreach efforts with Prep School cut violations by Prep School grads by more than 50% while cadets.

Cadet Development – “Where we’re going”

- 4 classes – 4 year development
- Competency-based transition
- Integrated Education/Training/Experience
- Codified, refined, assessed system
- Expeditionary Airman/2Lt focus
- Direct alignment w/evolving AF competencies/learning objectives

## *MINUTES OF THE REGULAR MEETING*

### **Dean of Faculty Update – Brig Gen Andy Armacost**

The number of cadets on academic probation is at an all-time low. Last spring USAFA had almost 400 cadets on academic probation but now they have around 147. This is due to the cadet academic working groups which has been such a huge impact.

“After Charlottesville” – 150 cadets gathered for a conversation on race, related to the event in Charlottesville. These cadets broke into small groups to discuss additional topics such as ethics and respect for human dignity, and monuments and symbols they do not see at USAFA. Additionally, USAFA started a faculty discussion book club to talk about these particular topics.

SecAF visited with the faculty; the purpose was to learn about the current status of the academic program, faculty sustainment, and cadet achievement. From this visit, the following were “due-outs”:

- Develop a plan to sustain a high quality faculty – deliver on 5 Dec
- Offer proposals to overcome lack of admin support
- Address new NDAA requirement to report on status of the core curriculum
- Create review panels to assess cadets’ readiness for career fields
- Work with JA and GC on interface with non-federal entities

### **Director of Athletics Update – Mr. Jim Knowlton**

Highlights – the women’s soccer team has not made the playoffs since 2005. Women’s sports have struggled and are finally starting to do really well. USAFA’s women’s cross country team also made the NCAA championships. The men’s cross country team will also compete in the NCAA championships as well as the men’s soccer team. USAFA’s hockey team has also been in the top 20. The football team graduated 32 seniors last year but if they win two more games, they will be bowl eligible. At the Michigan game, Gen Silveria did an enlisted swearing-in of 31 young men and women; 112,000 people stood up and there was a standing ovation. This week, the NE Patriots are at USAFA this week. The coach spoke about leadership, the academy, and the men and women that work hard for the academy.

Facilities – planning to triple the size of the locker room at the football stadium (used for lacrosse and football). The Falcon’s Nest design just finished and phase 4 of the stadium is underway. Lastly, they are celebrating their brand by spreading/advertising this brand all over campus.

### **Center for Character and Leadership Development – Dr. Chris Luedtke**

National Character and Leadership Symposium (NCLS) - Endowment funding – Class of 73 is one of the main benefactors. This particular symposium supports USAFA strategic goals, connects speakers, involves developmental experiences, fosters inclusive culture, and showcases USAFA.

**Information Technologies Modernization – Col Harold Hoang**

For the best two decades, they have been focused on one resolution that fits across the entire Air Force. Something coming to USAFA is the commercial ISP to support the learning environment. Additionally, USAFA has expanded the WiFi with a focus on the athletic facilities. The “cloud” also coming to USAFA will be DoD-compliant; it will be a dedicated circuit and PII-capable.

Innovation – University first implies agile, risk-management and early adopter culture for University IT services. Additionally, this is the migration to Commercial ISP as USAFA’s mission network (EDU).

**Question and Answer**

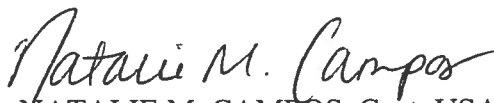
- After 19 cadets cross-commissioned this past year what is USAFA’s assessment. Mr. Mayo from SAF/MRM said they are trying to avoid the zero sum rule but at the same time, we have some action to take. We are trying to come up with a process to figure out how we can find out how many are going out, so we can work to get the same number back in. This is an issue throughout all the components/service academies. Right now, there are 12 cadets that have applied to cross-commission and they are currently trying to ask the other academies if they are getting their cadets in return. Additionally, USAFA is very sensitive to rated cadets.
- Gen Rice inquired on the recommendations USAFA received regarding the Academy’s structure. The original organization has been changed (policy, directives, NDAA, etc.) as well as the culture, climate, accountability, and oversight to the environment inside and outside the Academy. USAFA sees the progress and we are constantly tracking the recommendations that may no longer apply.
- Ms. Hoppin inquired if USAFA is any closer to picking a Customer Relationship Management (CRM) platform to help align communications and outreach to its stakeholders.
- Mr. Campos – There is a concern on the exposure of cadets to the opportunity to be rated and to fly. Is there a broader mission to prepare leaders and what can these leaders expect on active duty? Lt Gen Silveria said there are 450 cadets who are looking to go rated. This is actually a stable number for USAFA and it is now AF policy that you can only go rated if you volunteer. USAFA has the responsibility to inspire across the wing with all AFSCs and not just rated. The Commandant actually has the opportunity to go pick 20 AFSCs at IDE selection board, which is a fantastic program. Gen Goodwin can select these AFSCs and have these officers come back to be staff at the Academy which allows broader experience amongst the faculty and gives the cadets the opportunity to ask questions about most AFSCs, not just AFSCs that involve flying.


**CHAIRMAN’S FORUM: Gen (ret) Edward Rice**

Gen Rice expressed appreciation to the USAF Academy, BoV meeting presenters, and all those involved in the preparation for the BoV meeting. He also thanked Lt Gen Silveria and

*MINUTES OF THE REGULAR MEETING*

his team for all of their hard work. There were no additional action items addressed, therefore the BoV meeting was adjourned at 1450.

  
NATALIE M. CAMPOS, Capt, USAF  
Executive Secretary

  
EDWARD J. RICE  
Chair, USAFA Board of Visitors