

MINUTES OF THE REGULAR MEETING

OF THE

BOARD OF VISITORS

UNITED STATES AIR FORCE ACADEMY

17 JUNE 2014

Approved by the

USAFA BOARD OF VISITORS

25 Sep 2014

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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 Board of Visitors at 1000 on Tuesday, 17 June 2014.

ATTENDANCE

MEMBERS PRESENT:

Mr. Alfredo Sandoval (Chair)
Lieutenant General (Ret) Arlen "Dirk" Jameson (Vice Chair)
Representative Jared Polis (D-CO)
Representative Doug Lamborn (R-CO)
Representative Niki Tsongas (D-MA)
Senator Jerry Moran (R-KS)
Maj General (Ret) Marcelite Harris (Via Telecon)
Dr. Thomas McKiernan
Brigadier General (Ret) Dr. Paula Thornhill
Ms. Sue Hoppin

MEMBERS ABSENT:

Senator Lindsey Graham (R- SC)
Senator Michael Bennet (D-CO)
Mr. Fletcher "Flash" Wiley
One vacant seat for VP Appointment (previously filled by Representative Loretta Sanchez D-CA)
One vacant seat for Speaker of the House Appointment

AIR FORCE SENIOR STAFF:

The Honorable Deborah Lee James, SECAF
Mr. Daniel Sitterly, SAF/MR
Lieutenant General Sam Cox, AF/A1
Ms. Tina Strickland, GS-15, USAFA BoV Designated Federal Official (DFO)

USAFA SENIOR STAFF:

Lieutenant General Michelle Johnson, Superintendent
Colonel Carolyn Beneyshek, USAFA Director of Admissions
Colonel Ronald Machoian, USAFA Director of Culture and Diversity
Colonel Dale Holland, USAFA Vice Commandant
Ms. Gail Colvin, Director of Staff

USAFA SENIOR STAFF ATTENDING VIA TELECON:

Brigadier General Evan Miller, Vice Superintendent
Brigadier General Andy Armacost, Dean of Faculty
Dr Hans Mueh, Director of Athletics
Colonel Stacey Hawkins, 10th Air Base Wing Commander

Colonel Kabrena Rodda, Preparatory School Commander
Colonel Joseph Rizzuto, 306th Flying Training Group Commander
Colonel Dave Kuenzli, Inspector General
Lieutenant Colonel Jon Burgess, Judge Advocate
Lieutenant Colonel Chris Nelson, Director, Strategic Plans, Programs, Requirements and Assessments
Lieutenant Colonel Frank Verdugo, Director, Financial Management and Comptroller
Mr. Dave Cannon, Director, Strategic Communications
Lieutenant Colonel Brus Vidal, Director, Public Affairs
Ms. Laurie Carroll, Director, Manpower and Personnel

BoV EXECUTIVE SECRETARY:

Major Mark Cipolla (AF/A1PT)
Lieutenant Colonel Jonelle Eychner (AF/A1PT)

OPENING COMMENTS

Ms. Strickland opened the BoV meeting and welcomed everyone to the quarterly meeting. She provided a reminder on the BoV rules as related to the Federal Advisory Committee Act (FACA) and introduced her team.

BoV CHAIR OPENING REMARKS:

At 0940 the BoV Chair opened the meeting and took roll. Mr. Sandoval stated that he and Lt Gen (ret) Jameson had an office call with Air Force Senior Leadership and expressed the BoV committee's belief that Lt Gen Johnson and her staff are doing a superb effort in running the Academy. Mr. Sandoval reviewed the Board's priorities for this meeting which included review of the USAFA budget and impacts, demographics of 2014 graduates and 2018 entrants, and admissions overview to include Congressional nomination and engagement.

NEW BUSINESS

SUPERINTENDENT'S UPDATE PART I:

Lt Gen Johnson opened stating her appreciation for the BoV members and their actions to assist the USAFA team. She further stated her appreciation to the BoV to approach topics on an annual battle rhythm helping to ensure the most relevant topics are reviewed and briefed to the board. Lt Gen Johnson provided an overview of the staff turn-over for summer 2014 and expressed her excitement for the professionals coming to the USAFA team and her gratitude to the outbound members in June 15. She briefed that USAFA's Athletic Director; Dr. Hans Meuh will be retiring. USAFA is coordinating with OPM to compose screening and interview committees to select the right individual. The hiring team will consider applicants with knowledge of NCAA Division I sports, 501C non-profit funding, and an understanding of the USAFA values. Lt Gen Johnson relayed she would keep the BoV members apprised of the progress.

Lt Gen Johnson went on to describe the graduating class of 2014 as a terrific and transformational class. The class was filled with scholars, some foreign partners, and individuals moving on for graduate studies. She relayed USAFA is working with A1 to figure out the best sight picture for graduate study allocations. USAFA produced 975 2Lts for the Air Force. She discussed the demographics of rated and non-rated, the current system of preferences used to categorize cadets with AFSCs and mentioned she would like to discuss if this is the right approach for our Air Force. Lt Gen Jameson asked how many of the cadets were volunteers for the AFSC they were assigned; Lt Gen Johnson stated approximately 95% of the cadets volunteered for the AFSC to which they were matched.

She went on to describe the new policy for selecting individuals for rated duty. An 'All-In' approach where cadets volunteer for rated duty, then provide preference to what type of rated duty they desire-- Pilot, Remotely Piloted Aircraft (RPA), Combat System Operator (CSO), or Air Battle Manager (ABM). The new process is expected to help ensure USAFA meets all rated accession targets. Lt Gen Jameson (ret) asked how many of the Missile Officers were volunteers and Lt Gen Johnson responded USAFA had 2 individuals categorized as Nuclear and Missile Operations Officers.

Dr. McKiernan asked Lt Gen Johnson if USAFA is doing a deep dive analysis regarding medical school scholarships. Lt Gen Johnson stated they are working to make sure USAFA is providing the right types of scholarships and there were 20 individuals sent to medical school this year. Many of the medical and graduate school scholarships are funded by outside sources. She went on to state she wants to work with the A1 to determine what the Air Force needs from USAFA and that 47% of USAFA graduates are

going to pilot training, another 20% are headed to other operational career fields and 10% are headed to R&D and acquisitions career fields. Lt Gen Jameson (ret) asked if USAFA's RPA targets are low considering the emerging importance of this mission and if cadets are interested in cyber? Lt Gen Johnson stated the Academy is working on institutionalizing some of the Air Force specialties. Lt Gen Jameson asked about ops tempo of cyber and RPAs—specifically he asked if the Air Force is manning them at the right levels? Lt Gen Cox responded the Air Force is currently reviewing manning levels in these specialties to make sure we have the right amount and type to ensure the Air Force can meet current and future requirements.

Lt Gen Johnson went on to say there's a misleading impression that the Air Force doesn't have fixed wing aircraft anymore because of the current emphasis on drones. She cautioned the Air Force should be thinking about modern warfare and current platforms in the inventory and strike a balance between the two. Lt Gen (ret) Jameson agreed he sees the need for fixed wing and emerging technologies and stated with the Academy providing leaders for the future, it may need to increase the levels of accessions for these areas.

Lt Gen Johnson went on to discuss the Academy's attrition rate. She stated the Academy attrition rate is currently 22%. Compared to West Point and the Naval Academy, the Academy attrition rate is higher. She wasn't sure what to attribute the differences in attrition to and the Academy is looking into this. The Academy's African American numbers were affected by prep school entries that didn't make it through the Academy. With America changing demographics, people are changing the way in which they identify their self-category. The Academy has individuals from blended backgrounds and many times it is hard to count them. She relayed this is a good problem as we see our nation is blending, but it makes it hard to peel back the demographics. She stated as much as 20% of the cadets do not identify their nationality when asked. Ms. Hoppin stated that it seems like the other minorities are not interested in becoming rated officers. Lt Gen Johnson responded that this is a challenge and the Academy is working on this.

Brig Gen (ret) Thornhill stated it seems a lot of students are looking at different opportunities outside of manned flight. She asked if the Academy recruiters, when doing local community outreach, find the communities associating the Air Force with drones. Col Beneyshock responded the potential cadets and populations they engage still understand that the Air Force flies airplanes; however, it is a continual education process to describe to the potential recruits all the opportunities the Air Force provides. Lt Gen Johnson stated she thinks the Academy can improve how they educate the potential recruits.

Lt Gen Johnson went on to state the Academy expects a slight decline in pilots slots over the next couple of years since the Air Force is producing less as a result of downsizing. Mr. Sandoval asked how the accessions amount is set for the incoming class. Lt Gen Johnson stated it is set based on end-strength requirements. Lt Gen Johnson also discussed the Air Force's practice of medical disqualifications for items such as eczema, seat height, and other conditions. These conditions could be inadvertently impacting diverse groups. She went on to state the Academy is looking to see if any of the medical disqualifications are limiting cadets unintentionally. Mr. Sandoval asked Lt Gen Johnson if she anticipates growth in the prior enlisted population at the prep-school. She responded she is working with the Falcon Foundation to look at diversity and rated qualifications and stated the Academy is working to do a better job of recruiting in the right applicant pools. She added that the Falcon Foundation provides a wonderful opportunity if people are aware of it.

Next, Lt Gen Johnson discussed the various Academy summer programs. She stated they are going strong, but they streamlined offerings this year due to decreased budgets. About 575 cadets are

planned to take academic courses over the summer. She discussed the great opportunities in the Field Engineering and Readiness Lab, which combines the hands-on field work with classroom engineering concepts. Lt Gen Jameson (ret) asked if cadets still had the opportunities to do a summer internship with congressional offices. Lt Gen Johnson stated this opportunity is available. Lt Gen Johnson stated the Academy sports camps are used to introduce the Academy to kids of all ages. For the high school students, they get familiarized with academics, life at the Academy, and are engaged in some fun activities to inspire them for future service. Mr. Sandoval stated this is a great return on investment—kids who apply and do this are candidates that may choose a future at the Academy or enroll in AFROTC.

Lt Gen Johnson wrapped up by introducing the BoV to a tool in development called the 'Superintendent's Dashboard.' The dashboard is intended to provide a snapshot to assist the Superintendent in running the Academy business, with metrics to indicate where attention should be provided and to assist in solid decision making. Finally she discussed recently hosting the Superintendents from the sister service academies and that the group had been asked to coordinate a strategic document describing the essence of the service academies. She relayed the Superintendents agreed to create a cross-functional team to develop a joint proclamation of the 'essence' of all the academies and the Academy has the lead on the Sexual Assault and Prevention Response Team issues. She stated all the academies have athletic departments with 501C3 non-profit funding and they will continue to assist each other to get the legislation right to enable the academies to utilize funds for team travel.

Brig Gen (ret) Thornhill commented Navy Rear Admiral Margaret Klein recently discussed her new role as the Secretary of Defense's senior advisor for military professionalism and asked if the Academy is involved in any of the analysis being done by this office. Lt Gen Johnson responded that the Academy Center for Character and Leadership Development is involved and contributing to the analysis.

Brig Gen (ret) Thornhill suggested it may be something for the service academies to look into—how they are inculcating the profession of arms into the cadets and future leaders. She rhetorically asked, how do we make sure that the profession of arms becomes imbedded into the culture of the service? Congresswoman Tsongas stated she thinks it comes down to leadership and how seriously the lieutenants are taking their role as they come onto active duty. Lt Gen Johnson stated she recently attended an AF summit on core values and diversity and the Air Force has five priorities for diversity which the Academy is closely woven into. The Academy is consistently under scrutiny and especially when it comes to topics such as Sexual Assault and Awareness. She went on to state the Defense Manpower and Database Center (DMDC) spent a week surveying cadets on gender relations and she is hopeful the results will help the academy understand the true number of instances of sexual assault. The Scientific Advisory Board came to campus to evaluate and assist combating sexual assault. She commented during this year's Sexual Assault and Awareness Month, Take Back the Night events, the Academy partnered with other colleges and was recognized as a leader for their programs. Ms. Colvin added that the academy received calls from Harvard and Darton State College requesting information on their Sexual Assault and Awareness Programs for benchmarking. Ms. Colvin stated the schools they talked to were 60% women and learned they have a lower sexual assault rate than the Academy at only 15% women. Ms. Colvin stated they needed to tackle this issue. Dr. McKiernan asked if there were any take-aways from the schools with 60% women and Lt Gen Johnson stated the Academy is looking to benchmark other schools best practices for combating sexual assault. Congresswoman Tsongas cautioned comparing with other colleges since the Academy is different because of the training for going into the profession of arms.

Congressman Polis then asked Lt Gen Johnson what has been her biggest surprise since taking over as the Superintendent and she replied 'involvement of the parents.'

USAFA ADMISSIONS--UNDERREPRESENTED CONGRESSIONAL ENGAGEMENT STRATEGY:

Col Carolyn Beneshek provided an update on USAFA's admissions and engagement strategy with underrepresented congressional districts. The Academy continually engages congressional members who haven't utilized their opportunity to nominate individuals. In order to improve their strategy they took the following actions; redefined the need, helped to educate DC staffers, and streamlined actions for outreach and recruiting with declining defense budgets. As the Academy did a deep dive into 'addressing the need,' they recognized influencers as an integral part to the overall strategy for outreach. The admissions team created USAFA forums and found when recruiting in a community, there are lots of organizations trying to get kids to higher education. They gained some ground by partnering with these organizations as another avenue to get students in their community to pursue college. The Academy also leveraged their Admission Liaison Officers (ALOs). Previously, ALOs were strictly focused on production and got credit for kids being appointed to the academy and preparatory school. This created a situation where ALOs were fishing from the same well, i.e. they were all going to the same high schools to recruit. We revamped their way of thinking to engage with high schools that were not originally considered. Mr. Sandoval noted the previous ALO force was considered more of a guardian gate. If cadets were qualified they would work with them, if not, they moved onto individuals who were qualified. Now they are more mentors and recruiters inspiring service in the Air Force whether it is the Academy, Air Force ROTC, or enlisted duty. Mr. Sandoval emphasized changing the ALO culture over the last 10 years is good for the Academy and the Air Force. Congressman Polis asked if the ALOs will focus any on AFROTC and Col Beneshek replied, yes, they focus on all programs to include AFROTC. Col Beneshek also stated the recruiting office has worked hard to bring the Academy to communities; this, combined with better planning and studying of city demographic is having positive effects. There are strategic cities identified in the recruiting business. The Academy is identifying strategic cities by understanding a city's demographic data better, then comparing the data with surrounding Air Force bases. The biggest factor in choosing a strategic city is focused around states that have the majority of underrepresented districts.

Congressman Polis asked if the Academy is mapping the senatorial appointees to the strategic cities. Col Beneshek stated they were not; they disaggregate to better track appointments. Congresswoman Tsongas asked how a strategic city is defined. Col Beneshek stated they are looking at larger cities and this past year went to Houston, Cleveland, St Louis, and San Diego. Congresswoman Tsongas suggested a lot will depend on a particular Congressional district, how they are made up, and their demographics. Col Beneshek said they went to these cities to understand challenges and to team with them for outreach. The outreach goes beyond high school down to elementary and middle-school levels. With joint basing and base realignment and closures, our citizens and youth are challenged to understand what an Air Force base is and how the Academy relates to it.

Col Beneshek relayed the admissions office is focused on the bottom line of finding qualified candidates from which the Academy can select. Mr. Sandoval stated this requires a dual-focus of educating the ALO and the candidate. As an ALO, he saw first-hand that kids were terrified of standards and much of his action as an ALO was to educate and bring comfort levels to the nomination process. He also recalled that sometimes an ALO's nominations would get lost in the shuffle from the congressional members' offices and staff.

Col Beneyshek outlined the admissions office community outreach efforts. They are not just focusing only on quality schools anymore, they are engaging in all community schools, understanding the academic prowess of each school, and plugging in to find out how they can help. These actions resulted in 3,500 students applying for participation in the Academy's summer programs with 600 selected. Additionally, the Academy is using community based organizations to find qualified students to approach. The team also goes to under-represented districts and talks one on one with the staffers to discuss how they can better represent their districts. The underrepresented districts all have a common concern--the lack of qualified students. The Academy team helps the congressional offices with outreach to find the most qualified. Ms. Hoppin asked if the Academy is using social media for outreach and Col Beneshek responded yes, they are doing twitter town halls.

Col Beneyshek stated the Academy participates in 'Influencer Workshops'. These workshops are used to share best practices among Congressional staffers, educators, and community based organizations. If the Academy can help the influencers be better informed and coordinate with all the service academies, we can all reap the positive benefits of this engagement. Finally she spoke about Academy Forums. These are culminating events with parents and students where the staffer explains the nomination process.

Through outreach on Capital Hill and engaging directly with members of underrepresented Congressional districts the statistics show an increase in nominations. In CY13 there were 108 underrepresented districts. This decreased to 59 and Secretary James wrote personal thank you letters to these representatives for their actions to improve their nominations to the Academy. Congressman Polis relayed a 'job well done.' Col Beneyshek also commented that in Illinois every district nominated qualified candidates and in California 52 of 53 districts nominated qualified candidates—so progress is happening. Furthermore, metrics indicate over the past six years the Academy has increased minority qualified candidates by 53 percent and females by 30 percent.

Brig Gen (ret) Thornhill asked if the Academy has seen a carry-over effect across the other service academies. Col Beneyshek responded she wasn't sure, but would look into it. Dr. McKiernan asked if Academy admissions focused on Illinois and California. Col Beneyshek responded affirmatively. She suggested the Academy is continuing with congressional staffer outreach and will help them by sharing best practices from successful districts. Also there is a new focus on getting into middle and elementary schools to start early on engaging and inspiring enrollment at the Academy.

Brig Gen (ret) Thornhill asked Col Beneyshek if she reviewed survey data on attitudes for military service. And had she thought about polling data to use for gaining insight from students on their knowledge and attitude about the Air Force and their interests? Two years ago the Academy did a diversity study and it enlightened outreach as it helped the Academy leverage the information gained in the study to attract certain demographics. Col Beneyshek closed her update telling the BoV congressional members that the Academy could use their help engaging the districts which are not having the success they are having in nominating individuals to the Academy.

USAF RATED ACCESSIONS BRIEFING:

Lt Col Stewart Rubio and Maj Ryan Theiss provided the USAF rated accessions briefing. Lt Col Rubio started with an historical overview on how accession targets were set. In the early 90s there were accession target concerns, because the academy got first take at slots, then the rest were allocated to ROTC and OTS. An MOU established no more than 50 percent of any Source of Commission (SOC) could supply the rated career field. Post-2000, the Air Force was doing well filling pilot slots, but was still

having issues filling other categories. The Trained Personnel Requirement (TPR) process was implemented to disperse rated targets to all the SOCs beginning with the end in mind. A1 works with A3 to determine the needs, then AETC is consulted to consider training attrition, then these numbers are evaluated to determine the right beginning number to equal the right number of products at the end of the pipeline. These numbers are then distributed to the SOCs and approved by A1P to be incorporated into overall end-strength numbers.

In an overview on the accession metrics the average fill rates for pilots is high, but problem areas exist in filling requirements for RPA, ABM, and CSO. Brig Gen (ret) Thornhill asked if this has been addressed by evaluating promotion records. Lt Gen Cox responded there was a GAO audit for the RPA community and promotion consideration is an item included to improve overall community outlook. Lt Gen (ret) Jameson asked if an RPA is considered 'rated' and do RPAs already have qualifications as pilots? Lt Col Rubio responded there are a couple of different types of RPA pilots. Initially we did pilot to RPA, but now have some non-flyer RPAs with no fixed wing training. Lt Gen (ret) Jameson asked if there was a timeframe that this career field will be 100 percent RPA trained only? Lt Col Rubio responded he anticipated the future will have a significant amount without fixed wing training. Lt Gen (ret) Jameson asked if there is a general officer (GO) that has RPA experience, Lt Col Rubio replied he believed the career field is currently capped at O6. Lt Gen Cox commented there are current GOs with RPA experience, but there is not an RPA GO as it's only been 4-years since the pipeline's existed.

Brig Gen (ret) Thornhill asked how the recent changes in policy for advanced academic degrees (AAD) factor into the development of a Senior Officer. With the AAD at the Colonel versus Lieutenant colonel level—this policy change removes AAD as a promotion issue, but potentially removes it as an incentive too.

Maj Thiess then briefed on current strategies to ensure the Air Force is meeting targets in all rated categories. Per policy, individuals must volunteer for rated duty. In 2013, AFROTC initiated the 'All-In' process so that when a cadet volunteered for one rated category, they volunteered for all. This process helped create an alternate list to enable ROTC the capability to meet their rated targets. Lt Gen (ret) Jameson asked if there's any impact of the "All-In" process on Lieutenants completing training. Maj Thiess responded he is not sure of this yet, but all are continuing to monitor the new process.

Lt Gen Cox commented the Academy has made improvements in using tools such as the Test of Basic Aviation Skills (TBAS) and Pilot Candidate Selection Method (PCSM) score as precursors for selection of cadets to pilot training. Using these tools is expected to improve a candidate's likelihood for success in pilot training. The class of 2015 is the first class to use these indicators to determine success.

Brig Gen (ret) Thornhill asked a rhetorical question: when you look at the accession process, are we testing for the right things when it comes to leading the Air Force 20-30 years for now, considering these are our future general officers? Lt Gen Johnson replied it's a combination of technical and tactical and she too asked if this is what the Air Force wants for the future. Lt Gen Johnson expressed concern about the Air Force moving toward a more vocational focus. Lt Gen Cox reminded all that using the scores as an indicator and entrance standard is only to get into pilot training. Brig Gen (ret) Thornhill is concerned that the tactical and technical might be the dominant characteristics of the next generation of Air Force leaders. Lt Gen Johnson then also provided some discussion on the Board Order of Merit, or BOM, process to describe how it's used to select the whole person leaders.

Mr. Sandoval summarized the session and stated the board has some concerns about pilot training,

specifically with minorities and women going to rated service, but stated it looks like the Academy is doing well to improve percentages. He also stated the Air Force has the challenge to make sure it's placing enough minorities and women early on so they promote to the higher ranks, but he is seeing positive movement on this.

SENIOR LEADER COMMENTS:

SECAF:

Last time I spoke to the board it was January, I was brand new, and I've been in the job now for 6 months. There have been lots of challenges and opportunities. So far I've been to 29 bases and 21 states and I've been to USAFA a couple of times. I've also had the opportunity to go to the AOR and into Afghanistan. Everywhere I go I see amazing Airmen doing the five core missions of our Air Force. I'm so honored to be in this position. I will give you some of my thoughts on items which the Board is tracking—diversity, sexual assault, and a few words on religious freedom issues. In January we talked about getting the right mix of diversity—race, gender, geography. Diversity isn't just about looking like America, it's also about making sure there's diverse skills and opinions at the table. Let me discuss female retention; the Air Force needs to recruit high quality women into the service for both officer and enlisted, and once they're in the front door, they should be developed and provided opportunities so when the time comes they compete well for promotion. Overall we're doing well in recruiting, development, and retention until we get to mid-career. Statistics tell us at mid-career, women attrit at a higher rate than males. This presents higher challenges upstream. The pool shrinks for competition to the higher ranks. It boils down to making sure the initial pool is big enough. We're attacking this in various ways. To address the mid-career attrition, I recently approved a Career Intermission Pilot Program (CIPP) which allows folks to take a 3-year break without losing their place in line for promotion. Navy has done this and had success. Second, we're establishing an Air Force wide goal for applicants of 30 percent. This is a stretch goal. This will put us in line with the 2013 NDAA to help meet the propensity to serve. By the way, as you are all aware, the AF has the best stats overall at 19 percent female. Third, I've asked General Spencer and Eric Fanning, USECAF, to drive this train and continue to provide updates and develop programs to improve gender diversity.

Sexual Assault: I make it a point to meet with SARCs and Special Victims Counsel during my base travels. By focusing on this issue I've gained some candid feedback. I also speak about this issue at all Airmen's calls. My feeling of where we are at today is leaps and bounds of where we were a couple of years ago. The Airmen are thankful for the work with Congress and the changes being implemented to help this issue. We must make sure we're reflecting, keep the pressure on, and continually measure our success, even as this fades from our headlines.

Religious Freedom: General Welsh decided to host a Chaplain off-site, which included general counsel and personnel experts to discuss our approach to religious freedom. We must balance freedom of religion with the good order and discipline of the Air Force. The idea of the off-site is to take a look at the Air Force instruction and the DoD instruction and review instances that may require changes. Bottom-line, senior leaders are giving this a lot of thought.

Congressman Polis stated he had seen some draft language of the changes the Air Force was considering for religious accommodation. The Secretary replied there are many different versions floating around and many times what comes out in the press may not be the most accurate version.

Core Values: Secretary James talked about the Air Force's core values at all her Airmen's calls. It boils

down to how we treat one another. At 3 weeks into my tenure the Missile cheating issue came to light. We had a failure of integrity within these Airmen. This was a light bulb—even though we have these Core Values, it's not enough, there needs to be a rededication campaign to the core values. We're talking about this more and more and have a desire to make this real and are integrating what Integrity, Service, and Excellence really mean. We are currently in coordination with Air University and the Academy's Center for Character and Leadership Development working on a book to help guide our Air Force.

Wrap-Up: While we have a way to go on these issues, we're making progress. We're thankful to the BoV for the oversight you provide to the Academy.

Lt Gen Cox then stated there are real-world operational requirements going on today keeping General Welsh and General Spencer from being here. Despite the shift to the Pacific, there are on-going actions in Iraq. Force management has been a focus in our force over the last 6 months. The SecAF and Chief made a commitment to make sure folks not retained had enough time for transition. We're focusing on ethics, diversity, and inclusion and the Academy is helping us gain speed on resolving these issues.

Congressman Polis said I want to bring your attention to religious accommodation guidance—it's dangerous for the Air Force to go the wrong way on this and hopes that the Air Force can revisit this. At the 20,000 foot level, I want to make sure the Air Force is passing policy that is beneficial to all.

Congressman Lamborn responded, some of us are thinking these changes are well advised, but one concern we have is that when people in leadership are inhibited, then they may be limited in their expression of freedom of religion. Congressmen Polis and Lamborn requested an update on the most current stance since Air Force seems out of step with other services. Congressman Polis also stated he believes it is very important leaders can lead people of different, or no faith.

Congresswoman Tsongas stated this issue has been debated on the HASC. It's good to see progress being made. The role of the chain of command makes these issues a bit more complicated because things that commanders say have real influence. She went on to ask about retention rates for women and if rated retention was higher due to the 10-year commitment. She stated she thinks this subject merits closer analysis.

Lt Gen (ret) Jameson asked if the Secretary could say a few words about the aftermath of the cheating scandal and where this stands. The SecAF responded there are things the Air Force is moving out on. There's been internal and external looks and we care about more than just the cheating. We're taking a holistic approach to looking into this. Things were not in good order—here's what we're recommending:

- MAJCOMs in Air Force are 4-stars and AFGSC should be a 4-star
- Top Nuclear Advisor on the Staff is only a 2-star, making this a 4-star
- Accountability—Airmen involved are being dealt with and punishments will be administered and some leaders have been removed
- People issues—recommending launch of financial and non-financial incentives. Accession bonuses, ROTC scholarships, Assignment Incentive Pay. I signed a proposal for Nuclear Commendation Medal
- Professional Development—we're looking at additional opportunities for nuclear forces to get professional development by getting more role models at the Academy and AFROTC.

- Testing and Training environment has been altered; fewer tests, but the same standard of 90 or above required. Focus is on a continual improvement and excellence culture verses perfectionism and defect oriented.

We had a 'say-do' gap. While we said the nuclear mission was important our actions didn't really make it so.

Congressman Lamborn asked is everything is as it should be with curriculum to make these improvements and institutionalize them in regards to the nuclear mission. Lt Gen Johnson responded that the Academy can highlight the nuclear mission more in the curriculum and while we're not exactly where we want to be, we're making progress.

Mr. Sandoval provided an update to SecAF on the meeting and expressed the Board's pleasure with the initiatives to improve diversity and the accolades from the graduating class.

SUPERINTENDENT'S UPDATE PART II:

Fowler Report: It has been reviewed, it had some valid points, but we think we're beyond that. On our path to a culture of commitment and climate of respect we're continuing to take on initiatives to improve our organization and we continue to refine and focus on combating sexual assault.

We've been recognized as 1 of 10 Points of Light campuses by International Take-Back-The-Night Foundation—for actions to combat sexual assault. In this budget environment we've collaborated with Financial Management (FM) and are working together to ensure we're vying for budget initiatives. We discussed various marks and how the Academy is approaching these. We are currently working closely with the AF General Counsel to develop a future way to accept donations and how we move forward with public and private funding. We may need legislation to allow USAFA to accept funds—currently use the Air Force Museum model. We are limited by this model and need help to name buildings to recognize donors. Mr. Sandoval stated this is important. The Secretary responded she thought we had break-through on this and Lt Gen Johnson replied we did have a breakthrough on using funds for team travel, but not donor recognition.

Congressman Lamborn asked if there are particular statutory or regulatory requirements that negate this from happening. Mr. Sandoval responded he thought the sticking point was due to an Air Force Judge Advocate interpretation of the guidance and the CSAF was committed to resolving this.

Lt Gen Johnson stated the Academy is holding various Air Force Specialty Code (AFSC) nights, a Tuskegee Airmen Celebration, and the National Character and Leadership Symposium will provide inspirational speakers to inspire females and diverse groups to help improve rated diversity.

Lt Gen Johnson then discussed the Clean Sheet Tasker. USAFA has revised focus and is working with cadets to lead like they would lead Airmen; instilling more responsibility in the cadets so they have abilities to lead and manage when they come on active duty. We're also ensuring the Academy is providing relevant leadership opportunities and core curriculum updates that ensure we obtain innovative and agile Airmen that are committed and inclusive leaders of character.

Lt Gen (ret) Jameson responded he is encouraged by Lt Gen Johnson's plan to build agile, innovative, committed Airmen and inclusive leaders of character. He thinks all units can benefit by increasing responsibility among their teams.

CULTURE, CLIMATE AND DIVERSITY (CCD)

Col Ronald Machoian, provided the Culture, Climate and Diversity Update. This winter Lt Gen Johnson made some wholesale changes to the former diversity office role. She combined various functions to align resources and purposes to provide the right environment for change. The culture, climate and diversity (CCD) office, now directly detailed to her works to champion these initiatives for the Academy. CCD does not work alone, nor are they the experts. They work through sensors to ensure the Superintendent's purpose is felt throughout all her areas of emphasis. USAFA is now more aligned to what modern colleges are doing to help take a more holistic approach applying many cross-functional issues through collaboration. CCD adds a strategic coherence to the institution by working with others to develop and deliver programs that expand diversity and bring a culture of inclusion. Sexual Assault and Awareness Month was more than a bonfire on the Terrazzo, it brought together cadets, faculty, and staff and literally and symbolically lit up the night to send a message to criminals that we'll illuminate them so they are exposed. International Take Back the Night (TBTN) is looking forward to expanding this next year. Lt Gen Johnson already discussed initiatives that will bring speakers to the Academy such as Tuskegee Airmen that will reinforce the concept that diversity and inclusion is important to the Air Force. CCD is also organizing Public Forum Workshops in which cadets and faculty are asked to provide topic papers with the goal being to start discussions and prompt thought and conversation across the campus. This "knapsack" concept develops teaching and learning concepts to integrate diversity and social inclusion to all we do. Brig Gen (ret) Thornhill asked how this is operationalized. How do you use this to teach the cadets what they need without being too concerned about political implications? Col Machoian replied the goal is to prompt reflective thought for the learning outcome. Another initiative is a Diversity Fellows program. The Academy is sending cadets to be included in diversity programs at the NCAA Office of Diversity and Inclusion and the National Underground Railroad Freedom Center. In closing, the CCD is working with Academy leaders to increase accession, retention and persistence of ethnic and racial minorities. Mr. Sandoval responded he thinks these initiatives are great and encouraged.

CLOSED SESSION:

Chairman Sandoval adjourned the meeting and concluded the day's "open" proceedings. The purpose of the closed session was 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).

2014 SCHEDULE OF FUTURE MEETINGS:

25-26 September in CO

3 December in DC

SUMMARY OF FOLLOW-ON ACTIONS:

Communications Plan on how to manage Social Media//Sue Hoppin

Legislation for funding , re-look at this and assist with building a dashboard for managing//Sue Hoppin

Explore prospects of former board members/advocates and how the BoV can assist

Missing out on a portion of foundation funding//Sue Hoppin

Look at Accreditation//Brig Gen (ret) Thornhill

How does the CCD fit into the accreditation process//Brig Gen (ret) Thornhill

How can the BoV influence what's the future for the AF, how is the AFA transforming to do this, i.e. RPA

How can the BoV influence what the right outlook is for graduate studies

Education in the context of what where trying to produce...strategic agility = intellectual capability

MORNING ADMINISTRATIVE SESSION: At 0830 Mr. Brian Klemick provided BoV members their annual Government Ethics Briefing.

//signed//eje/15 Aug 2014//

E. JONELLE EYCHNER, Lt Col, USAF

Executive Secretary



ALFREDO A. SANDOVAL
Chair, USAFA Board of Visitors

