

MINUTES OF THE REGULAR MEETING

OF THE

BOARD OF VISITORS

UNITED STATES AIR FORCE ACADEMY

25 April 2018

USAFA BOARD OF VISITORS

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BOARD OF VISITORS (BoV) UNITED STATES AIR FORCE ACADEMY (USAFA)

Wednesday, 25 April 2018

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

MEMBERS NOT IN ATTENDANCE:

Mr. Roel Campos
Senator Steve Daines
Congresswoman Martha McSally
Senator Cory Gardner
Senator Mazie Hirono
Senator Tom Udall
Congressman Don Bacon
Congressman Doug Lamborn
Congressman Jared Polis

AIR FORCE SENIOR STAFF:

Mr. Jeffrey Mayo, SAF/MRM
Ms. Jean Love, SAF/MRM BoV Designated Federal Officer (DFO)
Mr. Dan Anderson, SAF/MRM Assistant Deputy, Officer Accessions and USAFA Affairs
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 Jen Block, Director of Athletics
Col Jackie Breeden, Prep School Commander
Ms. Gail Colvin, Director of Staff
Dr. Kimberly Dickman, SAPR Program Manager
Ms. Kimberly Tebrugge, Director of Strategic Communications

BoV EXECUTIVE SECRETARY:

Capt Natalie Campos, SAF/MRM

OTHER ATTENDEES:

Staffer: Ms. Samantha Gunther (Senator Gardner)
Staffer: Mr. David Williams (Senator Udall)

Staffer: Mr. Stuart Feinhor (Congressman Polis)
Col John Garver, USAFA National Capital Region Liaison
Lt Col Dan Finkelstein, Director, Commander's Action Group (CAG)
Lt Col Lindsay Contoveros, USAFA Staff Judge Advocate
Maj Lauren Hale, Aide
Maj Chris Hergenreter, USAFA CAG
Capt Christopher Brown, USAFA CAG
Ms. Dawn M.K. Zoldi, SAF/GCA Business Matters Attorney for USAFA
Mr. Tom Rhoeder, Colorado Springs Gazette
Ms. Kathryn Smith, USAFA Graduate
Ms. Marty Brodzik, USAFA Graduate
Mr. Roger Moseley, USAFA Graduate

Opening: Designated Federal Officer (Ms. Love) and BoV Chair: Gen (Ret.) Rice

Ms. Love, the Designated Federal Officer (DFO), made opening remarks that addressed the agenda, open session that included reservation of time for verbal comment by public attendees prior to closing at 2:00 p.m., meeting minutes preparation by Capt Campos (Executive Support), and recordation of meeting. Ms. Love stated the open session would be followed by a closed session that had been approved in accordance with Federal Advisory Committee Act requirements. She asked public attendees to identify themselves.

Gen Rice thanked Ms. Love and called the BoV meeting to order at 8:34 a.m. Gen Rice thanked the public for joining and for their interest in the Board and USAFA. Gen Rice asked the members for final review of the November minutes before signature and posting them for public access. Gen Rice thanked Col Breeden for her leadership at the preparatory (prep) school and expressed appreciation for the opportunity to visit the prep school the prior day.

Gen Rice announced Lt Gen Silveria would provide the Superintendent's update.

Superintendent's Update - Lt Gen Silveria

Lt Gen Silveria thanked everyone for attending and thanked the BoV members for joining USAFA leadership for this great opportunity. Lt Gen Silveria introduced his teammates (listed in "attendance") and thanked them for their hard work over the last nine months he had been at USAFA.

Lt Gen Silveria began with his commander's intent, which is to produce innovative Airmen with a warrior ethos and an impeccable character at USAFA. The USAFA mission is to educate, train and inspire men and women to become leaders of character, motivated to lead the United States Air Force in service to our nation. The USAFA vision is to be the Air Force's premier institution for developing Leaders of Character. Special interest items included the government shutdown and athletics.

Lt Gen Silveria discussed a few types of prestigious scholarships garnered by USAFA cadets, including the Rhodes, Truman, Holaday, and Schwarzman Scholarships. The Schwarzman scholarship, issued to Cadet Ben Hook, provided for a year of study in China prior to pilot training; the 39th Rhodes Scholar was Cadet Jessie Sing and she will have the opportunity to study at Oxford. Lastly, the Holaday scholarship provided for study in England.

Regarding the current state of USAFA, a building project on USAFA is under negotiation; it would be located on 57 acres near the North Gate. The project would include a renovated Visitor's Center, commercial office space, hotels, an indoor skydiving facility and an entryway at the Santa Fe trailhead. Ultimately, USAFA will have a greater impact on Colorado Springs. Lt Gen Silveria stated this is a positive example of a strong public/private partnership.

Additional topics Lt Gen Silveria addressed

- The 10th Force Support Squadron (10 FSS) was a 2017 Finalist for the Major General Eugene L. Eubank Award for the best "small" FSS in the Air Force. The 10 FSS includes the largest dining facility, best golf course, many diverse recreational programs, and the Falcon Fuel program that involves extra nutrition for student athletes.
- The Wings of Blue won four National Championships and participated in the U.S. Parachute Association Collegiate Championships – an individual on the Navy parachute team was injured and Air Force members selflessly volunteered to complete the four-man Navy team.

- USAFA held an Air Commander's Conference including a Profession of Arms Speaker series for cadets to witness the experiences of high-level leaders.
- The Physical Fitness Test (PFT) has not changed in years, yet the PFT scores continue to climb.
- West Point held the two-day Sandhurst Competition; an event USAFA won! This competition focuses on military combat skills and includes 64 teams, 18 nations, 3 Military Service Academies (MSAs) and 8 Reserve Officer Training Corps (ROTC) teams.
- USAFA will host the DoD's Warrior Games 1-9 June and will include 11 sports, 300 athletes, 4 Nations and more than 400 family members. Additionally, on 2 June, there will be an open concert in Falcon Stadium. This event will showcase USAFA on a national level.
- The Wing Open Boxing Championships has been a tradition since 1958 and USAFA has had 15 championships. Currently, female cadets take boxing, which means that the USAFA curriculum is identical for all cadets for the first time since women were admitted in 1976.
- USAFA held the National Character and Leadership Symposium (NCLS) to discuss diversity, character and leadership topics. There were 31 speakers, 72 sessions and over 1,000 guests. The event was streamed live for the first time with over 68,000 views. Ms. Hoppin lauded the effort at leveraging social media.
- The Pathways to Thriving Summit ("the Summit") was an opportunity to continue the NCLS conversation and to discuss Sexual Assault Prevention and Response (SAPR) in the broader context of dignity and respect. The event included meeting with survivors, cadets, and those who graduated to get actionable ideas and thoughts regarding a more effective approach to SAPR. Working groups will delve into details. SAPR will continue to be a special interest topic at USAFA and they will focus on continuous improvement.
- The Status of USAFA SAPR Office was another topic. With support from the Secretary of the Air Force (SecAF), the Chief of Staff of the Air Force (CSAF), and Air Force Personnel Center (AFPC), USAFA has a more robust SAPR Office with new personnel: Program Manager, Deputy Program Manager, two Sexual Assault Response Coordinators (SARC), three Victim Advocates, and two Violence Prevention Integrators.
 - Since privacy was a prominent concern before the current office was staffed (i.e., with personnel), Lt Gen Silveria ensured all involved in the process signed a memo that emphasized obligations to protect privacy.
 - Ms. Cubero asked if there were specific changes or metrics in place regarding the SAPR program. Lt Gen Silveria stated there are no metrics at the moment and mentioned privacy obligations and concerns, but expressed reassurance that USAFA would continue to discuss SAPR concerns more openly; a recommendation that stemmed from the Pathways to Thriving Summit.
 - Lt Gen Silveria mentioned a DoD anonymous survey (2016 Gender Relations Survey) on prevalence and assaults. Ms. Cubero asked what specific changes were made in response to the survey feedback and results. Lt Gen Silveria said they were continuing the conversations, keeping the subject out in front, and not minimizing the issue. Notably, there is new "Healthy Relationship Training" (HRT) currently provided to athletes; this training is a new program and was started with a small pool of cadets (athletes) before it is expanded to cadet clubs and then adapted for the entire cadet wing (CW). He shared that they are focusing on smaller subsets of the CW to build in a level of trust before expanding further, but stated there are resourcing issues to provide this type of training across 4,000+ cadets. Moreover, the front office will

be more visible and prominent regarding its activities throughout the campus. Lt Gen Silveria reiterated that 35% of sexual assaults happened prior to the cadets arriving at USAFA.

- Ms. Cubero asked if USAFA has created a safe avenue for reporting harassment after a victim comes forward to report a sexual assault due to concerns of retaliation and ostracism. Lt Gen Silveria stated USAFA is taking an approach to reporting by using an application (app) that cadets can use to report anonymously; many other universities are using this app as well with great success. He shared that the faculty is using class capstone events to further develop apps/this program and USAFA should have a more robust anonymous reporting vehicle by this summer/fall.
- Ms. Hoppin asked what mechanisms are in place to avoid the current SAPR office from experiencing the same events as the previous office. Lt Gen Silveria stated he has oversight responsibility.
- Ms. Cubero asked what stats USAFA is tracking and what correlations have they found, e.g., are a majority of sexual assaults being committed by a certain class, group, time of the year, and/or team? Ms. Cubero stated the stats could help identify root causes and assist in better targeting training. Lt Gen Silveria said he would get an exact breakdown of those statistics and that he understood this is an underreported crime; he wanted those reporting numbers to rise, recognizing that an increase in reporting equals success. He shared that each victim is offered a Victim Advocate and a number of volunteers have been trained as Victim Advocates. He also stated that the app allows the ability to minimize contact between the victim and the alleged perpetrator.
- Ms. Cubero asked if the leadership felt the training is adequate due to some feedback from cadets, including “death by PowerPoint” and the fact that cadets get “abrasive” when forced to undergo more training. She asked if more training on the legal process might be of benefit, since the findings on sexual assault cases are not always black and white (alleged perpetrator is guilty or victim is lying). Lt Gen Silveria stated that this part of the new HRT training, which includes more scenario-based training. He said they hope to roll out the HRT training to the entire CW by this fall.

Special Interest Items

- Government Shutdown - all USAFA intercollegiate athletic events were cancelled and the civilian professors were furloughed in February 2018, due to the OSD policy language and the fact that USAFA did not have proper mechanisms in place to use gift funds to address some of the non-exempt activities. Lt Gen Silveria indicated that, since then, processes to rectify the issue have been put in place. He indicated it would be helpful, regardless, for OSD to change its policy language for Service Academies.
- Culture and Climate – the Lacrosse team had rituals which crossed the line into “hazing”; 10 seniors are being considered for disciplinary actions and some coaches will receive disciplinary actions. Additionally, the swim team had a fraternity, which included rituals that crossed the line into “hazing”; Lt Gen Silveria banned the fraternity and all aspects of it six weeks ago. The participating swimmers were pulled from representing the Academy at future events; there is an on-going misconduct investigation. The Air Force needs to review what is a ritual versus hazing. Lt Gen Silveria mentioned the cadet-driven Hazing Education Program (HEP).

- There will be a future independent review on culture and climate in the Athletic Department, by a third party, that will ensure this is not happening elsewhere.
- Athletic Director – Mr. Jim Knowlton left USAFA for a position at UC Berkeley and Col Jen Block will be the interim Athletic Director (AD) until USAFA hires a new director. Col Block is the first female AD at USAFA and the first female AD among other military academies (i.e., Army and Navy). USAFA is currently working with Headquarters AF and the General Counsel to determine the appropriate way ahead to hire USAFA's future athletic director since compensation is an issue.

Commandant's Update – Brig Gen Kristin Goodwin

Brig Gen Goodwin, the USAFA Commandant of Cadets, covered Cadet Development, divided into four topics: curriculum, integration, training and culture. She meets quarterly with USAFA graduates to educate them and close the gap between what they see on TV and what's really happening at USAFA.

- Curriculum –The Commandant's staff is building a 47-month plan starting on the day of arrival at USAFA to commissioning to enable all cadets to go through a shared and similar experience across four classes and four years. The Commandant's staff wants to make sure the curriculum is purposeful, professional and accountable.
- Training – needs to be purposeful, professional and accountable. The HRT training is a building block approach to ensure USAFA is teaching the right things at the right time. The Cadet Healthy Interpersonal Skills (CHIPS) Program is a test bed for 50% of the Basics; next year, all Basics will receive CHIPS training. Brig Gen Goodwin stated that there is no physical document that shares what a cadet needs to graduate and the tools and experiences they will need to get through the four years. They are looking at the 4-class system and moving away from the 4 *degree* vs. upper-class system, to teach across the 4-year journey and cadet career.
 - Recognition – The Commandant's staff and additional cadre have been intimately involved with the cadets regarding Recognition. Recognition is now four days. Brig Gen Goodwin said the Class of 2018's approach was to revisit traditions and reshape some of them; they understand that they will be leading Airmen in 29 days and underwent a 'remarkable transition' during their 1 *degree* year to become leaders. Any incidents were handled by the Class of 2018 and brought to the attention of officers.
 - Cadet Assessment – this is the second year USAFA has performed cadet assessments – the question is how does one assess a cadet to see whether they have grown in their experience and are at the level they should be when they walk across the stage at graduation. The Commandant's staff is working on assessing the cadets at the Commandant's Challenge and integrated a one-on-one interview with each cadet that is the most rewarding addition to the assessment. The cadets are extremely grateful for the interview that provides them valuable introspection and an opportunity to discuss how they have grown as a leader and how USAFA has prepared them to become better officers. Brig Gen Goodwin said due to the Academy's resource and time constraints, eight cadets have volunteered to design training weekends for next year, since the current training is not as robust as needed.
 - Ms. Cubero – asked what USAFA is doing to better prepare the Air Officer

Commanding (AOCs) and the Senior Enlisted personnel to train them to lead and manage cadets, demand the best from cadets, and to promote a climate of Dignity and Respect? Brig Gen Goodwin stated that USAFA leadership thoroughly reviews individuals brought to USAFA. The individuals are sent to the University of Colorado at Colorado Springs (UCCS) in a group to get a master's degree in Counseling. For example, 20 AOCs are in training and near the end of that training, 20 new AOCs will be arriving for training. They learn together and learn from each other during this training. Every Tuesday starting January, these 20 AOCs are on the cadet hill gaining a better understanding of how things are done. They are looking at the demographics and backgrounds to ensure appropriate personnel are in these slots.

- Mr. Swezey – commented that USAFA is missing “rated” AOCs and asked if it is possible to get more rated AOCs for the cadets who are hoping for a rated slot. Lt Gen Silveria said rated slots are limited, but in 2018, USAFA had 550 students who volunteered to be pilots and 500 total who will go to pilot training. These are the highest numbers USAFA has seen in years.
 - Gen Rice lauded the Sponsor Program, which connects each cadet squadron to an Active Wing. Brig Gen Goodwin confirmed the program is very active and extremely beneficial as the cadet squadrons are all tied to a base and the cadets get to see operational missions first hand and ride simulators during a three-day visit to the base.
 - Lt Gen Fedder – asked what type of guidance is given to the cadets that may influence their Air Force Specialty Code (AFSC) or career choice knowledge. Brig Gen Goodwin said it all depends on the base the cadets go to and what specific missions occur on that base with respect to AFSCs that are presented to the cadets while at that location.
 - Lt Gen Silveria confirmed the female population for class of 2021 is 29% and he projected the percentage will grow to over 30% in future classes. The goal is to have USAFA women graduates reach out to women in the community and be role models to bring in a larger female population. Getting over 30% will help USAFA with culture issues.
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- Opportunities – USAFA is offering life skills courses such as culinary, financial management, and automobile maintenance classes (e.g., how to change a tire/oil, etc.). Adventure-based learning and various clubs, like the Mountaineering Club, offer opportunities for cadets to utilize their training through many types of reality-based learning experiences and how to apply what they learn to real life experiences. The Commandant manages more than 90 clubs which provide over 27,000 hours of community service.
 - USAFA is using a tool evolved from the Profession of Arms Center of Excellence (PACE) and its “What Now” series. Actors engage in healthy moral and ethical dialogues involving various dilemmas, priorities, tensions, stress levels, etc. Cadets can relate to this scenario-based training and ask the question “What Would You Do?” This training provides a safe environment for cadets to discuss the scenarios and various outcomes based on their decisions.
 - Integration – USAFA leadership is continuously working together at the strategic and tactical levels to ensure a unified experience from the field, to the court (sports), to the classroom and to support cadets at every step throughout their USAFA experiences.

Dean of Faculty Update – Brig Gen Andy Armacost

The academic program is strong, cadets are very well-prepared, and ready to go out and do great things. The programs and courses available to cadets regarding the SAPR Program have created opportunities for cadets to have skills to develop healthy relationships with one another. The HRT is a pilot study but will expand to the CW in the near future; the cost is \$560,000 for the entire training package. USAFA is looking at how to implement the HRT and CHIPS training across the CW with limited resources. The Law Department has a course entitled, “Sex and the Law”, which is available only to those cadets majoring in Legal Studies. The hope is that this course will have a spillover effect to other cadets. Brig Gen Armacost also mentioned that the Behavioral Department provides scholarships, with 108 going to graduate school; cadets are well prepared based on the feedback from graduate schools. Two Falcon Satellites are launching and USAFA is looking at live streaming. Finally, Brig Gen Armacost stated the International Humanitarian Law Team is ranked #1 among undergraduate schools.

- Faculty Quality and Sustainment – Brig Gen Armacost reviewed the SecAF’s five taskings to recruit and sustain high quality faculty which were laid out during a SecAF visit for CORONA:
 1. How do we manage PhD talent (AF/A1) – this is a broader issue that affects the entire Air Force. The SecAF and HAF are supporting a PhD Talent Management office to make this happen;
 2. Place PhDs on Development Teams (AF/A1);
 3. PhD (Active Duty) service commitment from 5-7 years (AF/A1);
 4. Overhaul externally-funded research (USAFA/DF); and
 5. Restore administrative support (USAFA/A1).

As a Service, there is no developmental path for PhDs. The Air Staff is working with Talent Management to determine how teaching at the Academy helps in various faculty career paths, including engineering.

- Gen Rice – asked if there is a model USAFA is trying to manage with regard to their faculty PhDs? Brig Gen Armacost said USAFA is looking towards building this model in conjunction with the talent management model. Currently, USAFA staff has 55% PhDs and that includes civilian instructors; USAFA’s goal is to have 60% total PhD faculty; however, the lack of IT technology and administrative staff support are hampering efforts.
- Additional SecAF support for faculty initiatives –
 - Committed to 99 grad school “new starts” for pipeline (104 total - USAFA)
 - Increase tuition payments from \$19,000 to \$49,000
 - Convert 91 USAFA military billets to civilian (46 faculty), which will take USAFA to 38% civilian faculty (target 40%)
 - USAFA lost about 100 billets during sequestration; one-third faculty and two-thirds administrative staff. CSAF is working to get 170 positions (i.e., back to pre-sequester levels).

The Naval Academy includes 55% civilian/45 % military; the Military Academy (West Point) has 25-30% civilian faculty.

USAFA has about 25 additional “asks” that were sent forward; Gen Rice requested a copy.

Ms. Hoppin asked for a copy of the California and the Coast Guard Equity report.

- Core Academic Curriculum – Class of 2021 and beyond
 - A revamp of the curriculum occurs every decade or so; the latest in 2012. All academic leaders have a voice in this process, as do all Mission Elements.
 - USAFA has nine institutional outcomes, a combination of what USAFA would like to accomplish in academics and training; they include: critical thinking, clear communication, scientific reasoning, engineering, human condition, ethics and respect, leadership, national security, and warrior ethos. This will encompass the core academic curriculum for the Class of 2021 and beyond. The goal of these outcomes is to tie courses together with them. There are several concerns with USAFA radically reducing core curriculum that was caused by sequester. The Air Staff directed a reduction in staffing and those staff reductions were related to reductions in the curriculum by nine semester hours or three courses. USAFA reduced from 96 hours to 93 hours.
 - STEM - the engineering 100 course went away, lost one engineering course, one science course and added an advanced STEM basket, which actually *increased* the STEM courses by one.
- CyberWorx Update – USAFA is getting a new building, which will have accessible parking for the public. Plans are to break ground in March of 2019; fund raising for \$20M. Building will contain immersive labs, industry and academic partners; cybersecurity; forensics and reverse engineering; cyber law, ethics, policy, and digital humanities; telecommunications and RF; industrial controls; data analytics/C2; and robotics and autonomous systems. Cadets will be solving real world problems in this space. Goal is more research, experiential, and participatory learning.

Non-Federal Entities (NFE) Updates

- **Falcon Foundation - Lt Gen (Ret.) Jay Kelley**
 - Chairman – Gen (Ret.) Gene Renuart / President, Lt Gen (Ret.) Jay Kelley
 - Mission is to further the ability of exceptional young men and women to attend USAFA and pursue Air Force careers through awarding junior college and prep school Falcon Foundation scholarships, providing ongoing support to USAFA programs and mentoring our Falcon Scholars
 - Two former Chiefs of Staff were awarded this scholarship
 - Contribute \$50K/year with a 70% success rate
 - Second oldest foundation supporting the Academy (est. 1958)
 - 190 trustees
 - Supported more than 3,600 Falcon Scholars
 - 100 scholarships funded in perpetuity
 - 70 awarded by USAFA (includes five recruited athletes)
 - 95-98% appointment rate
 - Six prep schools
 - 58-60 Falcon Scholars or approximately 4% of entering class

- 10% of 1 degree Falcon Scholars are in cadet leadership roles
 - Falcon Scholars have the highest graduation rate; 18% attrition rate; best retirement / retention of any cohort
 - 5 USAFA grads have become CSAF; the last 2 are Falcon Scholars
 - Great cooperation and support with Academy and Prep School leadership
- **The Friends of the Air Force Academy Library – Brig. Gen (Ret.) Philip Caine**
 - Incorporated in 1987, the mission was originally to fund books for the USAFA Library and raise funds for the Kimball Collection. They emphasize heritage now.
 - Mission is for charitable, educational, and scientific purposes, which includes the enlargement and enrichment of the holding of USAFA's McDermott Library.
 - This organization reports to 10 ABW annually with information on its finances, activities in the year, what they have acquired, etc.
 - The organization engages with the library on objectives and uses independent contractors for special projects.
 - Financed by contributions and return on investments; they are a Registered Non-Profit Organization.
 - Officers, all volunteers, are President, Vice-president, Secretary, and Treasurer
 - 4 Key Contributions:
 - Library Resources and Support – Genesis of Flight displays, materials, etc.
 - Air Force History – RAF Eagle Sq; WASPs, Around the World Flight, personal papers, etc.
 - USAFA History and Heritage – Memorial Wall, permanent professor history, Falconry, oral histories (one oral history project involves interviews for the 50th Anniversary), etc.
 - Direct cadet hands-on involvement in heritage, funding library acquisitions, significant document collections, etc.; this is the significance of what they do, including preserving things in the USAFA Library. For example, a cadet that wants to fly can look at the logbook of a famous aviator or the diary of a WASP.
 - They interact with the Director of the USAFA Library and are working to set up a remotely piloted aircraft (RPA) repository.
- **Air Force Academy Research and Development Institute (ARDI) – Col (Ret.) Mick Erdle**
 - Non-profit founded in 1984 with a focus on academic research to support and fortify the academic mission of USAFA by providing perpetually endowed academic chairs
 - The goal is to establish an endowed chair in every academic department, with the end goal of 20 Chairs.
 - The average cost per chair started at \$1.5M and a 7% earning; with the escalation of professor salaries, the cost is now \$2.25M per chair. They need to raise funds. The other Academies either have 100% private funding or receive government funding.
 - The Dean chooses the Chairs and ARDI pays for them and manages the funds.
 - ARDI Board of Directors and Officers
 - Chairman/CEO – Col (Ret.) Mike Erdle

- VP – Terry Erdle
 - Secretary – Dana Montgomery
 - Treasurer/CFO – Matthew Roesemann
 - Directors: Lt Gen (Ret.) Chris Miller, Brig Gen (Ret.) Scott George, Harvey Jones and Mary Wells
- Key Contributions
 - The eight Chairs support professors in the following seven academic departments & the McDermott Chair: Astronautics, Engineering Division, Philosophy, Computer Science, Foreign Language, Economics, and Management.
 - \$1M – FY2017 contribution to academics at USAFA
 - \$21M – the estimated lifetime contribution to academics at USAFA
- Challenges
 - How to get the Endowment to raise and transfer money to ARDI?
 - ARDI cannot combine government funds with private sector funds; ARDI provides the entire salary; they cannot supplement government salaries to pay more to professors.
 - It would be nice to have agreements in place with USAFA; need processes that endure personalities.
- **Air Force Academy Athletic Corporation (AFAAC) – Dr. Nancy Hixson, Chief Executive Officer**
 - Mission is to assist USAFA in the development, funding, operation and management of its intercollegiate athletic programs; almost 5 years old with 110 FT employees
 - Non-profit – authorized by public law in the SecAF’s name and charged with supporting cadet athlete development at USAFA.
 - Only 10% of the money brought in comes from fundraising.
 - Business structure
 - Nine board members selected by SecAF
 - Seven program objectives
 - Coaching and sports involvement
 - Recruiting
 - Logistics
 - Ticketing involvement
 - Sports conference administration
 - Civic outreach
 - Sports camps
 - Highlights
 - 86 full-time staff members, 24 coaches, 46 part-time employees and over 220 sports camps seasonal employees/contractors
 - \$25M in annual revenue
 - 100% of expenditures directly support cadet athletes
 - 87% non-profit program efficiency rate last year
 - Renovations and Major Events
 - \$1.1M – Blue/Silver Club renovation
 - \$1.1M – Northeast scoreboard
 - \$6M+ – Falcon Stadium locker room expansion

- Three major concerts in two years (Tim McGraw; Blake Shelton; Brad Paisley)
 - Top site for High School graduation ceremonies, state championships, and club sport events
 - Contributions - From 2013 to 2018, they will have:
 - Contributed \$8.3M in gifts to USAFA.
 - Avoided \$11.4M in taxpayer dollars/expenses.
 - Provided \$40M in goods and services to USAFA to support Division I athletes (operational expenses outside of gifts and CA support).
 - The AFAAC is funded at 75 cents on the dollar; they are responsible to make up the remaining amount – last year their contribution was \$4.1M.
 - Challenges
 - Escalating cost of Division 1 athletics (biggest challenge).
 - Balancing CA growth and cost escalation.
 - Cost efficiencies and strategic management of multi-million dollar contracts, (IMG, Nike, CLC, USAA).
 - Other Academies have history on their side = endowments.
 - SecAF has control of Board members.
 - Agility in business operations to benefit cadet athletes.
 - What we do and why the AFAAC is needed
 - The AFAAC needs help on how they are viewed and asked the BoV to help spread the word of the AFAAC and its purpose; they said they have “strong interactions” with USAFA and the Commandant of Cadets.
 - The AFAAC does not include the Prep School.
 - Gen Rice - the AFAAC is very different from all other NFEs (with limitations) as this NFE has special statutory status; none of the other NFEs have that status. The AFAAC is still an NFE, which is still a struggle because the Superintendent (University President) still cannot solicit, endorse, or fundraise for them.
 - Gen Rice - Should the board address whether there should be a change to the statutes that affect all NFEs? There is a difference in the AFAAC construction. The BoV would need to formulate a new statute to enable USAFA endorsement and support and understand the process for how to get the new verbiage into legislation.
- **USAFA Endowment – Mr. Jermaine Johnson**
 - Founded in 2007; it is an independent, public charitable foundation that supports the Superintendent’s strategic initiatives.
 - Mission is to provide transformative private support to the Academy to develop leaders of character for the nation.
 - Actively works to identify and to cultivate key relationships with current and potential Academy donors to support the Superintendent’s strategic priorities.
 - In 2017, raised \$16M; 2018 fundraising goal is \$19M.
 - Organizational structure
 - 49 Board of Director members and 32 staff, including 21 members on the gift management team with 6 major gift officers.

- Targeted giving areas: plan giving; corporate and foundations relations.
 - Contributions – endowments; \$141M cumulative contributions in 10 years
 - The Center for Character and Leadership Development (CCLD): \$21.5M private support; \$25M from government; Holaday Athletic Center \$5M gift; CyberWorx raising \$30+M; Planetarium fundraising \$5M in private and public donations for it; and the STEM Outreach Center (advanced computer simulations; will be a hub for K-12 community to come and interact). There are cultural immersion programs and research (need more endowing labs, technology). The Prep School can access these.
 - Challenge – securing donation piece; need to report back impact and how it supports cadet stories
 - Other Discussion
 - Academy & Supporting Foundation Liaison – new role three weeks ago
 - Raising money for infrastructure versus Margin of Excellence; on the first page of a West Point brochure is a letter of support from the Superintendent
 - Fund 90 clubs – restricted versus unrestricted
 - Gen Fedder – asked how do you determine priorities? Mr. Johnson responded that most priorities come from the Superintendent.
 - Ms. Hoppin asked if the NFE had any barriers, the challenges/scope of money to be raised. Mr. Johnson responded they need to be authorized to guide people to donate with impact stories; \$19M was raised this year and last year was \$17-18M.
- **Associates of Graduates – Marty Marcolongo**
 - Established in 1965; mission is to be the primary organization of USAFA graduates and friends dedicated to supporting the Air Force Academy mission of building leaders of character for the Air Force and the nation while also aspiring to provide service and support for graduates and cadets; support USAFA, graduate community, and the heritage of USAFA (program and financial support).
 - Consists of 36,200 members, over 80 chapters, and 40 staff members
 - 60% membership rate per class; ultimate goal: engage every graduate whether they pay to join the AOG or not (at West Point, the Endowment funds non-members)
 - Key Contributions in three areas:
 - USAFA - \$32M in support to date: Distinguished Graduate Award; Founder’s Day activities (USAFA birthday); Class Crest/Ring Program; Legacy Class Program;
 - Graduate Community – Career Services/Hiring Events; Class Reunions (nine classes per year); Class Ring Recovery & Repair; Invitations to Families of Deceased Graduates; Quarterly Magazine; Weekly E-Newsletter; and
 - Heritage – goal is to virtualize (web-based) these projects so that everyone can see them: Physical Heritage Projects, including Harmon Hall Memorial; SE Asia Pavilion; Plaza of Heroes.
- **Air Force Academy Foundation (AFAF) – BJ Hybl**
 - Established in 1954; Chairman is William J. Hybl.

- The mission is to support community leaders in efforts to secure Colorado Springs as the location for the Academy.
- Provide USAFA with facilities that could not be funded with appropriated funding.
- Providing unique leadership and development opportunities for cadets.
- Highlight: Each year during graduation week, AFAF holds their Annual Cadet Leadership Reception at the Carlton House; provides an opportunity for cadets to share their experiences with USAFA leadership and AFAF members.
- Currently 110 members that pay dues, comprised primarily of Colorado business and community leaders who have an interest in USAFA but many have no direct connections; aid in effort to support Academy locally and statewide.
- Key contributions
 - Fund for American Studies Summer Institute Program with George Mason University; \$500K in scholarships to date; in 2018, funded 10 cadets; and
 - Center for Character and Leadership Development - \$60K in scholarships to date; involves 11 participating colleges and universities from Colorado; funding to continue through 2021; fund USAFA participation in Colorado Leadership Alliance.

Gen Rice thanked the NFE representatives for their attendance and interaction with USAFA and the BoV, noting that the NFEs have better explained their purpose and how they support the Academy mission. Gen Rice summarized that communication mechanisms between the NFEs and the Academy have been explained that was another goal the BoV wanted to attain from the briefings. The BoV way forward is to understand if there is a potential for the Academy to express in a different way their support for the seven NFEs (specifically endorsements) assuming there is a legal construct to make this possible. It would be helpful for the BoV to understand the process to build legislation.

Ms. Hoppin inquired into the status of the legislation that was introduced to bring the Air Force Academy into parity with both the Naval Academy and West Point when it comes to naming rights.

Mr. Swezey inquired of Gen Rice about opportunity to influence legislation and the answer was “yes,” that the BoV can recommend that statutes be amended.

USAFA is developing process steps for building legislation; they will update the Board on the status of those efforts so the BoV will make a recommendation for the way ahead at the next BoV meeting. Mr. Mayo stated that Fiscal Year 2020 legislative change proposals are in process and the normal timeline to get legislation changed is lengthy. Mr. Swezey raised the possibility of establishing a subcommittee; Lt Col Charles Toth from SAF/LL made a recommendation to generate written proposal comments for a legislative change proposal. Since the process does take a long time, the Board should consult the General Counsel (GC) before making any recommendations on the legislative language that would best support the Academy’s mission and ultimately result in verbiage for the National Defense Authorization Act (NDAA).

Prior to the scheduled 2:00 p.m. conclusion of the open session, Gen Rice asked the DFO (Ms. Love), to address requests for verbal comment from the public.

Public Comments

Mr. Roger Moseley, who previously submitted to the DFO a request to make a verbal comment, was in attendance at the meeting but withdrew his request. Mr. Moseley had

submitted a written comment for the BoV's consideration (Attachment 1) before the meeting. Ms. Martha Brodzik, who previously submitted a written comment for BoV consideration (Attachment 2), was in attendance at the meeting. She made a verbal comment that summarized her written comment (Attachment 2). A third written comment was submitted for BoV consideration from Ms. Smith (Attachment 3).

Gen Rice addressed the written comments, acknowledging they would be added to the meeting minutes. As to record keeping, the DFO will create a process to review the public website to ensure all of the minutes and other annual reports are available and updated to the public. Additionally, the Board will review the timeliness to ensure they remain on track; the Board appreciated the recommendation and will take action on it. Ms. Brodzik asked the BoV to consider changes to their policies so the Board can make these timelines. Regarding the third request [Ms. Smith] that mentioned the Fowler Commission, Gen Rice emphasized that SAPR is a special interest item and the Board will consider the recommendation in the overall review of SAPR and will provide a report in the BoV Calendar Year 2018 annual report.

In the absence of any additional public request for comment, the open session concluded at 1:58 p.m. followed by a closed session that was approved in accordance with the Federal Advisory Committee Act requirements.

Closed Session

The closed session was convened to discuss cadet discipline, honor, and sexual assault cases. Due to the discussions involving personal information, the disclosure of which would constitute a clearly unwarranted invasion of personal privacy, closure of this portion of the meeting was approved in accordance with 5 U.S.C. § 552b(c)(6).

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 thanked Lt Gen Silveria and his team for all of their hard work. The DFO adjourned the meeting at 4:30 p.m.

Natalie M. Campos

NATALIE M. CAMPOS, Capt, USAF
Executive Secretary

Edward J. Rice

EDWARD J. RICE
Chair, USAFA Board of Visitors

1. Written Comment (Moseley)
2. Written Comment (Brodzik)
3. Written Comment (Smith)

Attachment 1: USAFA BoV Meeting Minutes, 25 April 2018

Submitted by: Roger Moseley

Issue: Widespread concerns among graduates regarding the Academy's policies on honor, academics, and athletics that appear to favor increased graduation rates at the expense of attaining the highest standards in the new graduates.

Discussion: The class of '68 has its 50th reunion this year. In the process of preparing a class gift, attention has been directed to details of Academy life that don't get the same attention at other times. As outsiders, we graduates are subject to disturbing hearsay and rumors that are very unsettling. For example:

1. The honor code seems to be very fuzzy instead of the crisp standard that it once was. A big part of this is the "one violation" get out of jail card, regardless of how egregious the violation.
2. The math department's statistical discovery that M day versus T day cheating is rampant.
3. All the engineering permanent professors/department heads retiring this coming summer.
4. Reduction in graduation requirements to well below 150 credits.
5. Dilution/reduction of the core courses. This is a concern to us engineering graduates, but there is also a reduction in English requirements. This is unacceptable, as senior officers live and die on their ability to write.
6. Superintendent's Blue Chip appointments are driven almost solely by the Athletic Department and candidates may not meet (are not required to meet) the same ethical, academic, or career motivation standards as their other classmates.
7. Honor violations, although not exclusive to the recruited athletes, seems to have a significantly higher incidence in their group. The first major honor scandal in 1965 originated with the football team. To a great or lesser extent, sport teams have been the focus intermittently ever since. The emphasis on athletics cloisters these cadets into a separate social group that can promote this kind of sub-standard behavior. It may also be motivated if the blue chip appointees are struggling with academics due to lower standards for their admission.
8. Sexual abuse receives a great deal of public focus, but remediation efforts do not create metrics that make accountability possible. Cadets are reluctant to report incidents because the current confidentiality (e.g., restricted reporting) rules don't work and "the word always gets out."

It is probable that there are other issues, real and imagined, circulating in the graduate community. The above list comes from discussions with graduates of classes '59, '63, '68, '69, '74, '81, and '83. The list of concerns between these widely separated classes is remarkably similar. Those who have participated in the discussions range from separated Captains to retired General (up to O-10) Officers.

It is up to the Board to decide whether graduates, who have long since departed, have any business raising these issues or in making inputs to the current leadership. If the Board finds that

graduates are important to defining the goals and standards of the Academy, some mechanism needs to be created that can (1) keep tabs on the negative rumors and facts that circulate in the community, (2) act as an honest broker to make the actual situation known (or at least available, if asked), and (3) distill the most serious issues into recommendations for action by the Superintendent. The AOG is not a suitable mechanism for this. The AOG is perceived as a rah-rah supporter of the Academy (as perhaps it should be) and is loath to address these kinds of things.

This topic is significant, if only because the issues listed above have caused a number of graduates, who would otherwise have been happy to contribute to gifts to the Academy, to refrain from doing so. Something needs to be done to clear the air.

Course of Action:

1. The Board needs to decide if this is worth their time. If so, then
2. Establish an ombudsman who can be trusted to answer graduate's questions fully and honestly.
3. Investigate whether graduation rate goals are eroding the Academy's standards. Graduation rates in the early classes was in the low 60's, but today are in the mid 80s. Why were low rates OK back then and not now?
4. Investigate whether blue chip appointments have any merit beyond athletic ability.
5. Direct the Superintendent to adopt a public profile that not only presents the highlights, but the difficulties as well. Gen Silveria's handling of the racist issue last year was laudable, but by and large the presentation of the Academy is very white washed, and has been for years. This is not a new problem.
6. Look at the perceived erosion in academics, from the core studies up to an including the majors. Is the departure of the engineering permanent professors coincidence or an indicator?

Attachment 2: USAFA BoV Meeting Minutes, 25 April 2018

Submitted by: Martha Brodzik

Per the guidelines/statutes in US Code, I am requesting this topic be submitted as an agenda item for the next Board of visitors (BoV) meeting. Please forward to the appropriate BoV members for their review.

Issue/Concern: Difficulty with reviewing and gaining context of Board of Visitors (BoV) oversight discussions (using meeting minutes) as many meeting minutes were/still are missing/not posted (starting in 2010) for the public.

Discussion: In trying to understand the specific areas of focus of the BoV in its oversight, it appears that the BoV itself is not operating consistent with the law. This makes one question the effectiveness of the BoV ability to provide independent oversight. Several statutorily changes were implemented in 2003/2004 period, but recent observations indicate that BoV meetings/follow ups are not being held consistent with the rules of governance. (Some examples: BoV meeting notifications are not consistently posted in Federal Register the minimum of 15 days prior to meeting. In at least one instance, (18 Mar 2016) a meeting notification was withdrawn in Federal Register two days prior to the meeting yet still held per posted/approved minutes. Minutes are not promptly posted for public review when approved--up until 12 Apr 2018, only 8 sets of meeting minutes were posted and only for some/random meetings between 2014 and 2017--had to submit formal request for ALL BoV minutes to be posed going back to 2010. Based on BoV minutes posted (as of 12 Apr 2018) several members have missed two or more consecutive meetings.)

Course of Action: Request discussion topic at next BoV meeting to review BoV By Laws and Charter per US Title 10 and US Title 5, identify why the BoV charter is not being adhered to, and what measures can be implemented to move in the direction of a more effective oversight role.

Attachment 3: USAFA BoV Meeting Minutes, 25 April 2018

Social Climate and Morale & Discipline

The Panel To Review Sexual Misconduct Allegations at the United States Air Force Academy (also known as the “Fowler Commission”) released a report that included recommendations to be implemented regarding sexual assault, sexual harassment, and violence. Various Department of Defense Inspector General Reports have offered other recommendations. What analysis and measurement has been done by the United State Air Force Academy (“USAFA”) as to the effectiveness of the programs that were implemented as a result of these recommendations. Were all suggestions implemented? Are the programs still in existence? Why or why not?

Kathryn L. Smith

USAFA ‘82

For USAFA Women