

**MINUTES OF THE REGULAR MEETING**

**OF THE**

**BOARD OF VISITORS**

**UNITED STATES AIR FORCE ACADEMY**

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**25 September 2015**

**Approved by the**

**USAFA BOARD OF VISITORS**

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*MINUTES OF THE REGULAR MEETING*

**BOARD OF VISITORS (BoV)**

**UNITED STATES AIR FORCE ACADEMY (USAFA)**

The Chairman opened the meeting of the USAFA BoV at 9:08am on Friday 25 September 2015.

**ATTENDANCE**

**MEMBERS PRESENT:**

Mr. Alfredo Sandoval (Chair)  
Lt Gen (Ret) Arlen "Dirk" Jameson (Vice Chair)  
Brig Gen (Ret) Dr. Paula Thornhill  
Ms. Sue Hoppin  
Mr. Fletcher "Flash" Wiley  
Dr. Thomas McKiernan

**MEMBERS ABSENT:**

Maj Gen (Ret) Marcelite Harris  
Senator Cory Gardner (R- CO)  
Senator Jerry Moran (R-KS)  
Senator Tom Udall (D-NM)  
Senator Mazie Hirono (D-HI)  
Representative Martha McSally (R-AZ)  
Representative Doug Lamborn (R-CO)  
Representative Niki Tsongas (D-MA)  
Representative Jared Polis (D-CO)

**AIR FORCE SENIOR STAFF:**

Mr. Jeffrey Mayo, SAF/MRM  
Mr. Steve Beatty, SAF/MRM BoV Designated Federal Officer (DFO)  
Maj Frances Nichols, SAF/LL

**USAFA SENIOR STAFF:**

Lt Gen Michelle Johnson, Superintendent  
Brig Gen Stephen Williams, Commandant of Cadets  
Brig Gen Andy Armacost, Dean of Faculty  
Col Kevin Lamberth, Vice Superintendent  
Col Troy Dunn, 10 ABW/CC  
Col Jerry Szybist, 10 ABW/PL  
Col Steve Burgh, 306 TRG/CC  
Col Carolyn Benyshek, Director of Admissions  
Col David Kincaid, USAFA/A5/8/9  
Col "Al" Hess, USAFA Liaison  
Lt Col Kleeffler-Howard, USAFA/PA  
Mr. Jim Knowlton, Athletic Director  
Ms. Gail Colvin, Director of Staff

Ms Laurie Carroll, USAFA/A1  
Mr Carlos Cruz-Gonzalez, USAFA/A/7

**BoV EXECUTIVE SECRETARY:**

Lt Col Jeff Rosa, AF/A1PT  
Maj Jennifer Hubal, AF/A1PT

**OTHER ATTENDEES:**

Mr. Lee Colburn, Congressional Staffer – Congressman Lamborn  
Mr. Stuart Feinhor, Congressional Staffer – Congressman Polis  
Mr. Nike Ikeda, Congressional Staffer – Congresswoman Hirono  
Mr. Brandon Gould, Congressional Staffer – Congressman Gardner  
Lt Col Serg Rios, USAFA CAG Director  
Capt Rob Vasters, USAFA/CCX  
Ms Susan Bowman, Associate General Counsel

## **OPENING COMMENTS FROM BoV Chair and DFO: Mr Sandoval and Mr Beatty**

Mr Steven Beatty, the DFO made his remarks and provided a reminder on the BoV rules as related to the Federal Advisory Committee Act (FACA), introduced his team and notified the board that there had been no submissions for a public docket.

Mr. Sandoval opened session at 9:08am– made introduction of Lt Gen Johnson and Congressional staffers. Lt Gen Johnson introduced her staff. Mr. Sandoval called for approval of the minutes from the June 2015 meeting. Call of motion, all in favor. Mr Sandoval provided an overview of the day's schedule.

## **SUPERINTENDENT'S UPDATE: Lt Gen Johnson**

Lt Gen Johnson started her brief at 0915. She asked the BoV members to be both her honest brokers and her allies. She wanted to tell the USAFA story while aiding in oversight into their role as BoV members. She stated she intended to provide an assessment on the lines of effort from the last 2 years and include progress USAFA made as an institution within the Athletic Department and other Mission Elements and how USAF is continuing to refine processes and improve communication through the strategic documents as a whole.

Lt Gen Johnson described the number of events which occurred since the last BoV, while being under an advanced condition of FPCON Bravo. The 57th class to graduate, on 28 May 2015, had 840 cadets followed closely by the in processing Class of 2019, which as of 31 August is 1171. This class was a small class from 2010 drawdown and the Cadet Wing from 4400 to 4000. The ribbon cutting for the new Center for Character and Leadership and Development, Polaris Hall, will be 15 November 2015. This building has changed the skyline for USAFA forever. The National Character Leadership Symposium will be 24-26 February, 2016 and its theme is Professionalism & Profession of Arms.

Lt Gen Johnson talked about USAFA's Lines of Effort and they are currently in three areas: Culture and Climate, Innovation & Integration, and Processes & Communication.

Lt Gen Johnson indicated that cadets' trust in leadership is on the rise since 2012 and steadily going in the right direction. AD took huge strides in this effort: 1) new hire of climate and & diversity person 2) healthy relationship training course 3) welcome back ice cream socials. All of these initiatives are geared toward both coaches and cadets with explaining expectations. Cadet athletes are fully integrated into the Cadet Wing; however their contract is become an Air Force officer. Cadet athletes know the importance of sexual assault, they developed a video, "Break the Cycle", which emphasizes the importance of taking care of one another and stopping the trend of hurt.

Lt Gen Johnson talked about the Innovation & Integration – Pathways to Excellence through the ROTC change program. The feedback from USAFA cadets that experienced the program was beneficial to themselves; growth and development from a personal aspect. A few of cadets that went to ROTC detachments did not realize the lack of field experiences at respective detachments. Mr Sandoval vocalized that through his ALO experiences that many ROTC cadets cannot wait to be officers while USAFA cadets can't wait to leave. This exchange program should bring a new prospective through the commissioning sources.

Lt Gen Johnson spoke briefly about the Processes & Communication improvement through the Cyber Innovation Center; she said that Brig Gen Armacost would

speaking more to it during his briefing. It is planned to be both a private/public venture, which will be a cyber-sandbox used to test educational skills.

Lt Gen Johnson spoke to the way forward in a three year process. Their year one difficulties dealt with budget, furlough and personnel cuts. During year two, USAFA developed strategic documents and incorporated the Air Force corporate process. The final year of the three process is focused on implemented the strategy and unifying externally, which focuses on private funding.

Mr Carlos Cruz-Gonzalez briefed the facilities management update. USAFA was awarded \$38M lost in previous year. USAFA currently has \$46M in projects allotted, \$6.1M projected in chapel repairs. USAFA is always looking at ways to encourage green energy, so Vandenberg Hall installed solar cells as a project, which can produce 65 hours of energy a day. Lt Gen Jameson asked about installing wind turbines for more green energy. There is a problem with this type of green energy because of the airfield and parachuting.

Col Kincaid briefed the performance metrics summary. The only metric not in the threshold governed by AFI 36-2502 is the Prep School. Because it is a metric over a period of 4 years, it will likely not be up to a "green status" until 2017/2018. The Prep School raised the acceptance standards, which also lowered the retention rates.

Lt Gen Johnson highlighted several of her cadets and staff and the exceptional jobs that was occurring at the Academy. The establishment of Falcon Fuels at the Athletic Department has been beneficial to all cadets to support the nutritional needs for all cadets between meals.

Lt Gen Johnson desires the BoV board members to be both ally and honest broker for the Academy. She feels that there should be an alignment across all military service academies, especially in regards to public/private funding guidance. Ms Hoppin would like to know how many BoV congressional members have sponsored or were informed about the naming legislation.

#### **ACADEMIC UPDATE: Brig Gen Andy Armacost**

Brig Gen Armacost briefed their accreditation plan; USAFA is currently in the 4th year of the 10 year assessment cycle. As per the recommendation from their previous accreditation; USAFA is reducing their 19 institutional outcomes to 9. Another recommendation was to implement a learning management system, so USAFA is considering their options like Blackboard or LearnDash, etc. Once the written report is submitted, it will result in an on-sight visit. If USAFA does not pass the accreditation, then it will not appear on the "top 10" lists.

Brig Gen Armacost briefed the core curriculum three course reductions. It is delicate balance between STEM and social sciences. The vote on the reductions is expected Mar/Apr 2016 by a shared governance of USAFA members.

Brig Gen Armacost briefed on the different innovative learning methods employed by USAFA; integrated, evening and online courses. The integrated courses were taught in 5 cadet squadrons last spring and this fall, it was expanded to 8. The results were more cadet involvement and active AOC engagement. Last spring, only 3 evening courses were offered and this fall, it was expanded to 7 evening courses. The online course is in the experimental stage

this fall, especially due to the limitation of LMS at USAFA. This coming spring, one electrical engineering class will be completely online class.

Brig Gen Armacost briefed about the Air Force Cyber Innovation Center (AFCIC) that will be based at the Academy. Its initial capability will be housed in Fairchild Hall and should be activated during the 4th quarter of FY 16. AFCIC's focus will be technology innovation and cadet education. As far as funding, \$150K from AFOSR and \$1.72M from the Pentagon has been acquired for equipment. After the 4-star review in early November, more information will be known about more funding.

Ms Hoppin asked if the distribution of funds related to patents are codified in law or if it is AF policy?

Ms Bowman said that there is a tiger team being developed to determine the structure about patent rights.

#### **COMMUNICATIONS OUT BRIEF: Ms Hoppin**

Ms. Hoppin chaired a USAFA communications listening session on 24 September. During the four hour session, many things were learned. USAFA is not treated the same as the other military academies in regards to "naming rights". The agenda items may need to be adjusted due to the limiting nature of Congress member's schedules.

Recommendation from BoV: To hold Congressional listening sessions in DC

Recommendation from BoV: To have BoV Chairman send letters to Congress members and congressional staffers encouraging attendance

Recommendation from BoV: Rearrange agenda items to allow for Congress members to optimize the time spent attending the meeting

Recommendation from BoV: To encourage USAFA staff to visit Congress members in DC to support USAFA

#### **NON-FEDERAL ENTITY UPDATES: Gen(Ret) Steve Lorenz, William T. Thompson, Miles Mathieu**

Gen(Ret) Steve Lorenz briefed about the USAFA Endowment. During the past 7 years, the Endowment has raised \$100M, which is divided into both restricted and unrestricted funds. Lt Gen Johnson sets the priority for their comprehensive campaign strategy. More issues with the restricted funds because they can only be utilized into that designated area, there are over 250 active gift funds. The Endowment was a major contributing factor in enhancement of the Center of Character Leadership and Development as well as launching the decade of dormancy of the USAFA's Planetarium.

Mr William 'T' Thompson briefed about the Association of Graduations (AOG). There are currently 85 chapters and 130 ambassadors world-wide. They were able to exceed their budget and expand their social media presence.

Ms Hoppin asked about their social presence and if they censored their Facebook page. Mr Thompson said yes, it is their right to censor and Ms Hoppin warned against censorship especially when you are asking the same graduates for donor funds. In this age of social media, alumni may assume that you are monitoring the message boards at all times, so if you cut them

off at one moment and then ask them for donation in the next breath, it may not demonstrate that you know or understand your alumni.

Mr Sandoval asked Mr Thompson if there was a need for two CEOs at both the Endowment and at the AOG? Can fundraisers happen all over the place, not just Colorado Springs... why are the fundraisers only happening here?

Recommendation from BoV: BoV Chairman to meet with Endowment chairman to discuss the lack of business plan and the sustainment of the continued success of USAFA.

Recommendation from BoV: BoV would like to see if it would be possible for a unified database for the non-profits since they are not operating from a common database but they are structured under the Endowment.

Recommendation from BoV: BoV would like to see the metrics on the unrestricted vs restricted funds

Mr Mathieu briefed about the Air Force Academy Athletic Corporation (AAFAC). The 2 year mark just occurred in June. The Blue/Silver Club was renovated inside Falcon Stadium. They conducted Falcons for Life tailgating party for parents and cadets. Both hockey and football season tickets sales are up. Falcon pride club accounts are on a quarterly transfer system and it currently has \$1.7M in that account.

**CLOSED SESSION: Brig Gen Williams**

Mr Sandoval terminated the open session @ 1414. The closed session was convened to discuss cadet discipline, honor, and sexual assault cases. Due to the discussions involving personal information of individual cadet cases, the disclosure of which would constitute a clearly unwarranted invasion of personal privacy, closure of this portion of the meeting is appropriate under 5. U.S.C S. 552b(c)(6).

**2015 SCHEDULE OF FUTURE MEETINGS**

10 December, Washington D.C.



JEFFREY T. ROSA, Lt Col, USAF  
Executive Secretary



ALFREDO A. SANDOVAL  
Chair, USAFA Board of Visitors