

**US Air Force Academy Board of Visitors Meeting Minutes  
(28 Nov 2018)**

Board Members:

Gen (R) Edward Rice, Chairman  
Brig Gen (R) David Ehrhart  
Col (R) Alvin Drew  
Lt Col (R) Bruce Swezey  
Ms. Linda Cubero  
Mr. Roel Campos  
Mr. Robert Gleason, Jr.  
Honorable Jared Polis (CO)  
Honorable Doug Lamborn (CO)  
Honorable Mazie Hirono (HI)  
Honorable Tom Udall (NM)  
Honorable Don Bacon (NE)  
Honorable Martha McSally (AZ)  
Honorable Cory Gardner (CO)

USAFA:

Lt Gen Jay Silveria, Superintendent  
Brig Gen Kristin Goodwin, Commandant of Cadets  
Brig Gen Andrew Armacost, Dean of Faculty  
Col Jennifer Block, Director of Athletics

Others:

Mr. Jeffrey Mayo (SAF/MRM)  
Lt Col D'Anne Spence (USAFA Liaison)  
Mr. Dan Anderson (DFO)  
Ms. Dawn Zoldi (SAF/GCA)  
Col Mark Anarumo, (USAFA, Director of Center for Character and Leadership Development)  
Maj Javier Rodriguez (USAFA/CAG)  
Maj Christopher Hergenreter (USAFA/CAG)  
Lt Col Christopher McClernon (USAFA/CAG)  
Lt Col Charles Toth (SAF/LL)  
Lt Col Christopher Carroll (USAFA FM)  
Mr. Dale Hogue (USAFA/A1)  
Ms. Gail Colvin (USAFA/DS)  
Ms. Kimberly Tebrugge (USAFA/CM)

### Opening Remarks by the DFO

Mr. Anderson opened the meeting and noted there was one comment from the public, which would be addressed at the end of the meeting.

### Opening Remarks by Chairman

Gen Rice thanked the members of the board for taking time to attend and volunteer their time to make USAFA as strong as possible for the nation. He acknowledged Congressman Polis' nine years of service to the board, and wished him well, as this was his last meeting. He thanked Representative Bacon for taking time out of his busy schedule to attend. He introduced two new board members, Brig Gen (R) Dave Ehrhart and Mr. Bob Gleason, stating that the board looks forward to the insights they bring. Gen Rice stated that the board had established a strategic battle rhythm to cover, in depth, the issues and areas for oversight. He said today's meeting would include coverage of all topics on that annual agenda, to include social climate, curriculum and instruction, and fiscal affairs.

### Superintendent Update

Lt Gen Silveria stated he looked forward to the insights and experiences the new members would bring to the board, thanked other board members for participating, and introduced the USAFA staff in attendance.

The Class of 2019 recently received their career fields. Headquarters Air Force added 56 operational assignments to the Class of 2019, and eliminated support career fields in the areas of public affairs, financial management, personnel, and contracting. This resulted in 60% of the class (598) going into operational career fields (pilot, remotely piloted aircraft, combat systems officer, and battlefield airman). Pilot training numbers will be around 520, highest since the early 90's. USAFA is an integral part of meeting the pilot demand and the goal is to provide a training slot for every cadet that wants to fly.

The Board asked USAFA about morale, discipline, culture and climate. As the commander, Gen Silveria held numerous All Calls with all four classes, met with cadet commanders, Air Officer Commanders, and Academy Military Trainers (AMTs), sponsored brown bag lunches, and office calls for one-on-one interactions. He plans to continue these activities throughout the academic year. Climate surveys for cadets and permanent party are complete and will be briefed to the board in April. Implementing an anonymous reporting tool is very important to USAFA. Research across other universities showed victims did not know who to tell. As a military institution, members turn to the chain of command, but new recruits do not understand what that means or how to do this. USAFA is working with other institutions to develop a new tool for reporting and should have information to brief at the April BOV. Ms. Cubero inquired where will data be kept and whether the tool would provide confidentiality. Lt Gen Silveria stated USAFA is looking at several different solutions. However, regardless of the tool used, USAFA's data will be kept separate and available to USAFA leadership. The solution will likely be an app of some sort, but information will be "ours and ours alone."

No single metric is used to assess morale, discipline, culture and climate. However, the Superintendent regularly receives letters regarding cadets in graduate school and interning in other agencies expressing how excellent the cadets are, and a desire for more in the future. The General measures the success of the USAFA by the value graduates bring to the Air Force. He places great

importance on remaining in contact with Major Command commanders and Air Force senior leadership.

The success and health of USAFA's academics is illustrated not only by its Rhode Scholars, but by 118 members of the Class of 2018 who went to graduate school at some of the best institutions across the country.

In athletics, USAFA is seeing much success across all 27 intercollegiate sports, and not just the major sports. For example, the USAFA soccer team made it into Sweet 16 and the cross country team is ranked number 15 in the nation.

The Commandant will address military training to include flying programs.

Attrition is trending down. A good indication is Basic Cadet Training (BCT) attrition was the lowest ever seen, at under 2%. This can be attributed to the positive and encouraging leadership environment created by the Commandant. Gen Rice requested clarification that USAFA is not managing to a number, rather it is more about the programs in place and the execution of those programs and inquired if an attrition rate of 20% overall is good or bad? Lt Gen Silveria responded that USAFA has a responsibility to the Air Force to produce as many lieutenants as possible, and to the brokers of the USAFA budget to be efficient in production. However, USAFA is not managing production as a business case, rather USAFA is managing to its standards. USAFA is committed to providing an opportunity to develop and rehabilitate in many areas, to include reconditioning in athletics, extra help for academics, and mentors on ethics. Commanders and AMTs are always available as well.

Gen Rice inquired if USAFA has done any work to baseline the before and after changes to the programs aimed at reducing attrition. Specifically, does USAFA track cadets who would have been released in the past, but under the new programs were rehabilitated? Previous data showed some appointees did not want to disappoint their parents, so they came to USAFA for a few days and then left for other opportunities. This took opportunities from others who were more motivated. USAFA instituted programs, such as journaling, to make sure upper class cadets and instructors were doing their best at leading and mentoring new cadets who were transitioning from civilian to military life. USAFA is documenting other programs to reflect how they impact trends in reducing attrition in BCT and throughout the academic year. Brig Gen Armacost added that the current USAFA data system does not allow analysis. However, USAFA is looking to implement a new student information system to directly connect with the Air Force personnel data system. The Dean said we know those given second and third chances develop a stronger sense of purpose and are appreciative of the opportunity, anecdotally, but the new data system should provide a method of analysis in the future.

Mr. Swezey inquired as to the type of questions congressional interview boards should ask to ensure nominations are not given to someone who is prone to leave because they have too many other options. Lt Gen Silveria reemphasized the new ad campaign that looks to challenge young men and women and asked interview panels to look for qualities of character and leadership in areas where applicants have been challenged or pushed, to look for qualities (like grit and resiliency) along with academic success and other qualifications. Mr. Swezey highlighted that character and quality isn't found in GPA or transcripts, but rather through face-to-face assessment and recommended the use

of a primary and numbered alternate method. Lt Gen Silveria noted that through the use of data analysis, there are minimum academic standards applicants need to meet to get through USAFA's rigorous academics. Neither leadership nor academics alone should be the determining factor, it should be a combination of both. Representative Polis also noted the administration discourages members from ranking applicants and reaffirmed his belief in the interview process to determine best candidates, noting that having a good interview process provides good outcome. Rep. Polis also acknowledged there is no standardization in Congressional nomination processes and other members may not have a good process in place. Lt Gen Silveria agreed not all interview processes are the same and not all members have the experience to develop a good process.

USAFA cadets are also subject to societal issues, to include drugs, racial tensions, sexual harassment, sexual assault, religious differences, sexuality differences, different backgrounds...all of these are present at USAFA. USAFA currently has pending legal actions on drugs, sexual assault and obstruction of justice. Leaders are committed to being open and transparent about these issues and to take action, not to minimize issues or reduce impacts. Each June, USAFA receives 1,200 new cadets from every background around the country. The Superintendent stated we are fooling ourselves if we think they take on the Air Force's values instantly. USAFA must be developmental in teaching values, maintain standards, and hold individuals accountable.

Lt Gen Silveria discussed the successes of several cadet programs as well as individual successes. Two Rhode Scholars were selected from the class of 2019; C1C James Brohm and C1C Madison Tong, bringing the total USAFA Rhode Scholars to 32. C1C Kyle Haak, ranked #1/1018 cadets, was the Hockey Team Captain, two-time All American, academic All American as a physics major with a nuclear weapons and strategy minor, and Cadet of the Year. The Jump Team placed first in 2-way formation and second in 8-way formation categories at U.S. Parachute Association Nationals, and the Soaring Program won 12/12 medals in events entered at the U.S. Aerobatic Nationals.

Since July, USAFA conducted a leadership off-site and many other events. Many engaged cadet parents attended many events (Acceptance Day Parade in August and Parent's Weekend in September. The 4,000 parents who attended the Acceptance Day parade, the 10,000 visitors for Parents Weekend, and the 400 parents with support signs at the BCT March to Jack's Valley are a direct reflection of very engaged parents. USAFA chooses to embrace this. 62% of the Class of 2022 have no parent who served in the military. Those parents are telling the USAFA story. USAFA needs to embrace and engage them to ensure they understand the military and the Academy. Other events included the Commitment Dinner for the 2-degree class; the Top 47, which is for all cadets in leadership positions; the Colorado 30, an active group in Colorado, hosted a Commanders Conference for USAFA leadership; USAFA hosted CORONA in October, and showcased faculty and cadet research that addressed the real-world problems of MAJCOMS and industry. We also discussed faculty development at CORONA. USAFA held the Exemplar Dinner for third classmen, who selected Gen Risner as exemplar for the class. The General Officer Steering Committee (GOSC) and the Executive Steering Group (ESG) both occurred in November. The Jabara Award presentation, given for action in air of combat, was presented to a Special Operations AC130 aircraft commander. USAFA also unveiled the addition of MSgt Chapman's name to the Medal of Honor wall. The Sexual Assault and Gender Relations Survey was completed, but USAFA will not see the data until January and will discuss it at the April BOV. International Week at USAFA was a huge success. The Secretary of Defense will be at USAFA on Friday to visit with the senior class.

## Takeaways from the GOSC and ESG:

1) Continue to look at accession standards and pilot standards: Do we have the right standards at the appropriate time? We currently do not conduct flight physicals in advance of BCT.

2) Medical accession standards for entire four years versus retention standards: Retention standards allow members to remain in the Air Force, whereas utilizing accession standards at graduation results in a higher waiver rate. USAFA is encouraging Headquarters Air Force to engage with the Office of the Secretary of Defense (OSD) to change the requirement. Mr. Drew inquired if this something that could come up after getting into the Academy that otherwise would prevent them from commissioning, but instead could potentially be overlooked? Lt Gen Silveria responded that it is appropriate to use the accession standard until the cadet commits at the start of their junior year, then use the retention standard thereafter. Ms Cubero inquired if USAFA is properly resourced to produce the increased number of pilots. General Silveria said, yes, USAFA can produce enough graduates for pilot training. However, the issue is USAFA does not know if a cadet is medically qualified until after they are accepted to attend the Academy. To conduct flight physicals prior to acceptance, the Air Force needs to realign resources for flight physicals for all nominees before appointment to the USAFA. Gen Rice indicated a willingness to support this effort, but requested to see the historical data on the number of cadets with a rated classification that were disqualified due to use of the accession standards vs retention standards. Lt Gen Silveria added that cadets can submit an exception to policy (ETP) to medical standards, but the different commissioning sources apply the ETP process inconsistently. Mr. Campos inquired when would corrective procedures be appropriate for medical issues, and is it supported? USAFA supports corrective procedures. For example, under Tricare, around 150 cadets have had corrective surgery and gone on to pilot training. Mr. Swezey asked when is the ideal time to get a flight physical? The Superintendent responded that if the requirements for USAFA continue to increase, it would be ideal to have the flight physical conducted before arriving at USAFA, as this allows potential appointees to know if they are pilot qualified before arriving. Representative Gardner noted it is easy to find great candidates and all candidates go through a military physical just to get into USAFA. He wanted to know how the military entry physical is different from the flight physical. The entry physical is done using an accession standard, whereas the flight physical has additional qualifications, height, eyes, hearing, etc. Mr. Swezey inquired as to how resources would be allocated if the flight physical was done prior to arrival at USAFA versus as a cadet. Lt Gen Silveria clarified that the physical is currently done as a cadet and is resourced by USAFA, but that if the physical is done prior to arrival, resources would need to be allocated by the Air Force to cover that cost. Representative Hirono inquired if it would be useful to provide candidates with the pilot qualifications prior to application? Lt Gen Silveria stated it would allow applicants to make a better informed decision and that he would work with admissions to provide accurate information to applicants. Mr. Drew noted the astronaut corps conducts the physical during the last phase of the selection process, to keep numbers and cost down. Mr. Gleason expressed concerns over linking acceptance to USAFA on being pilot qualified, arguing that good candidates for the Air Force might be precluded from attending.

3) Success story on permanent professors on developmental teams: The Dean was successful in advocating to have permanent professors on developmental teams. This influences the majors and

lieutenant colonels assignment process to bring better career field representation to the Academy faculty.

4) Standardize the order of merit and AFSC selection process across all commissioning sources: Currently, Air Force Reserve Officer Training Corps (AFROTC) and USAFA rated selection processes are different and are on different timelines. The non-rated selection process is conducted by the Air Force Personnel Center after the rated selection is complete. The Vice Chief wants this process standardized across commissioning sources. This is the first year USAFA presented both rated and non-rated selections to cadets simultaneously.

5) Requested SAF/IA provide more cultural awareness training for international exchange cadets: Currently, foreign exchange cadets receive some cultural training before arrival, but USAFA has still seen some issues with international cadets. Mr. Drew inquired about training provided to USAFA cadets prior to foreign exchange programs. Lt Gen Silveria confirmed that USAFA only selects the best cadets for these programs, and that all cadets receive cultural and language training before participating. Representative Hirono inquired what countries are represented in USAFA's international exchange programs, specifically Asian countries. Gen Silveria responded that USAFA has an exchange with Japan, an overseas immersion program with Korea, and cultural immersions to China and Singapore as well. USAFA will provide the full list.

The pending Non-Federal Entity (NFE) legislation will allow the USAFA to support entities that exist solely to support USAFA. It is currently in the legislative process and all services and the U.S. Coast Guard supported it. Representative Hirono requested more details on how the legislation supports the USAFA. General Silveria explained that the USAFA Endowment, Friends of the Library, etc. only exists to provide support to USAFA through donor and gift money, research and development institutes, and endowed chairs. Currently, USAFA leaders cannot legally support these NFEs in an official manner at fundraising events, by writing letters about support, etc. Mr. Swezey inquired as to other areas where the Academies are not on a level playing field with civilian universities. Lt Gen Silveria explained the largest issue is other universities are able to actively engage with foundations that support them. In addition, there are copyright issues for faculty who desire to write scholarly works during their official duty time. Brig Gen Armacost added that USAFA professors, although permitted to participate in professional societies, are not permitted to be a voting member on their boards.

USAFA will be going through the accreditation process this year (10 year cycle). USAFA will provide the board more details in the Spring.

Lt Gen Silveria provided an update on the changeover of personnel, with changes forthcoming for the Commandant, Dean, Athletic Director, and 10th Air Base Wing (ABW) commander. USAFA is in the hiring process for a new Athletic Director through the Air Force Academy Athletic Corporation. The U.S. government employee, the Administratively Determined (AD)-26, senior government representative in the Athletic Department, will also be hired to run the internal operations of the Athletic Department. USAFA expects the new Commandant will be announced in late winter. The Dean hiring process will begin in the next few weeks. Of the 23 permanent professors, 12 are relatively new.

Faculty advocacy, and the culture change to value instructor duty, is a welcome change. USAFA is working with the CSAF and SecAF in support of those changes.

The research enterprise is on the short list to fix during the Superintendent's tenure at USAFA. Money is increasing each year, and USAFA is the #1 funded undergraduate research institute in country. However, USAFA needs better legal and staff structures to support the enterprise. One way to achieve this is getting 3600 research/basic science funding. USAFA currently has to move money around in order for research institutions to give USAFA money. USAFA also needs to look at who decides the prioritization of what research to do. We value participatory and experiential learning at the Academy, and encourage every cadet to do some level of research in their junior and/or senior year. Representative Lamborn requested clarification on the role of industry partnerships regarding research projects and any barriers that need to be addressed. Brig Gen Armacost explained how the cooperative research and development partnership come together to determine scope of work and funding requirements. Partnerships arise through various contacts with industry and then it becomes a matter of putting the right researchers in touch with right industry partners. The biggest hurdle is to ensure the partnership meets legal and ethical requirements. Lt Gen Silveria added that as the research programs continue to expand, it becomes more important to have a structure in place to manage them and that foundationally, the red line is the requirement to involve cadets and their academic development.

Prior to departing, Representative Hirono requested information on what USAFA does regarding "subconscious bias" training.

### **Athletic Department Update**

Col Block provided an update on the Athletic Department through the lens of culture and climate.

- She discussed the lacrosse and swim team incidents and the resulting climate review, which involved interviews of 63 current and former athletes, coaching staff and senior leaders. The report should be available Dec 11. USAFA will out-brief senior leaders and coaches, and then make the report public after Jan 1.
- The AD, in collaboration with the Air Force Academy Athletic Corporation (AFAAC) is currently in the hiring process for the new Athletic Director, and have narrowed the field down to the final four candidates.
- In addition to the 27 intercollegiate sports, USAFA teaches 10,000 physical education courses every year. Cadets take two co-ed combatives classes during their junior year. The new Combatives Center of Excellence at USAFA is finally being resourced and will be in charge of the combatives curriculum across the entire Air Force. USAFA is requesting funding for two additional personnel through the programming process.
- In the NCAA, student athlete well-being is a top priority. For this reason, USAFA/AD is looking at student athlete stress and how changing identities (stopping athletic participation) affect them emotionally. This is especially important when they have to find new identity after being cut from a team, upon graduating or through athletic career-ending injuries, requiring adjustments to post-NCAA competitive sports. USAFA/AD created a 75-minute video for all cadets that stop participating in athletics for any reason.

- Mr. Swezey requested clarification on the reporting relationship of the Athletic Director. Col Block explained that currently the Athletic Director reports to the Superintendent, and the new Athletic Director will be an employee of AFAAC, will be accountable to the Superintendent and will report to the board of directors at the AFAAC. Lt Gen Silveria explained it is the same model as USMA and USNA to incorporate the business aspects of the athletic program and allow for both government and civilian responsibilities for overall program success. Mr. Swezey further requested information on the constraints the Athletic Department has that civilian universities do not have. Col Block explained that government employees cannot do fundraising. USAFA does not receive transfers from other universities and has no international players while other teams have significant international numbers. USAFA is truly “America’s team.”
- Lt Gen Silveria added that by NCAA standard rules, the men’s swim team hazing was considered mild, but not acceptable by AF standards. A third party review is non-standard, but USAFA needed to look at the culture of the Athletic Department. We would normally use a command-directed review, but wanted someone with experience in looking at these type of issues, and an outside company brought that expertise.
- Ms. Cubero inquired on the percentage of recruited athletes who are pilot qualified and if that percentage is on par with the class. Col Block offered to provide the answer at a later date.
- Representative McSally inquired on the process for appointing recruited athletes, noting the rigorous nomination process in her district, but not all selects from her district go through that process, i.e. football players. Col Block explained the selection process is the same for recruited athletes as it is for congressional nominees. They have the same standards, but they do not go through congressional nomination. USAFA must ensure they qualified academically and are of good character. USAFA has a pool of nominations that are not tied to a district. Division 1 athletics is part of core mission at USAFA and therefore USAFA is allocated a portion of that pool to incentivize Division 1 quality athletes to attend the Academy. Studies show athletes, especially female athletes, promote to O-6 faster than others. Lt Gen Silveria added that every cadet is approved by USAFA Board to ensure they meet standards. There are also a handful of nominations available to the Superintendent, for prior-service members, and to the Vice President and President.
- Mr. Swezey stated there may be a feeling of being cut out of the equation when nominations are not tied to a district, and people from your district get a nomination from another source. Representative McSally asked for a way to provide situational awareness to congressional members of those individuals being nominated from outside member districts. Col Block explained the timeline of recruiting process, and noted USAFA encourages recruited athletes to reach out to Members, but Member deadlines are early in the process and recruited athletes are done later in the process.

### **Commandant Update**

Brig Gen Goodwin provided an update on the on the 47-month cadet development system.

- Development is a responsibility of every leader in USAFA, using a codified process to ensure a consistent, predictable development process for cadets and providing education,



training, and experience at the right phase of growth as a cadet and leader. This provides for a predictable plan and allows cadets to know what is coming and to be prepared. The Commandant sends out Friday e-mails to leadership, providing the focus for the next week. This allows coaches and faculty to participate in dialogue and learning with the cadets.

- Warrior weekends is a four-weekend program developed in response to the need of cadets to see links to the operational Air Force through more realistic and meaningful training. It includes a Friday night fireside chat with current operational Air Force members, Saturday training on strategy, military skills, Airman readiness and pre-deployment activities. It is run by cadets for cadets and has exceeded leadership expectations.

Climate: The Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS) and Data Self-Assessment Toolkit (DSAT) semiannual surveys assess squadron level, wing level, athletic director and Academy faculty. USAFA had greater than 75% participation. The squadrons are currently debriefing through Christmas to discuss issues; classes will be debriefed after the New Year; and feedback provided to faculty and athletic departments as well. Areas still requiring improvements include: fair treatment of each other (prevalence of racist and sexist remarks, derogatory comments and jokes, etc.), hazing and cyber bullying, and retaliation (primary barrier to reporting continues to be a fear of social outcomes). On the positive side, the results showed a significant increase in the areas of trust (trust within squadrons to take care of each other), increase in the number of cadets reporting sexual harassment, communication within the squadrons and cadet wing. Additionally, there were positive improvements regarding Sexual Assault Prevention and Response (SAPR): positive trends regarding chain of command support of SAPR, actions taken to prevent situations that could lead to sexual assault, and willingness to say when someone has crossed the line.

Culture: The Safe-to-Report Policy introduced in June, removed barriers to reporting (no secondary punishment for those coming forward to report), and dramatically increased in reporting. USAFA saw an increase in witnesses coming forward, which was a positive unanticipated result. Representative Bacon applauded the policy and inquired on whether this policy could be adapted or used as a prototype for the Air Force. Mr. Mayo stated the policy has not been discussed at the Air Force level, but discussions may be occurring within SAF/GC. Gen Rice asked Mr. Mayo to look into whether the Air Force is discussing the policy and possible ways to replicate it. Mr. Ehrhart suggested The Judge Advocate General (TJAG) be involved in the conversation regarding adapting the USAFA Safe-to-Report Policy for broader Air Force use, to provide legal perspective regarding collateral issues associated with reporting.

Based on the July BOV recommendation, the Commandant set up a mechanism to hear more concerns of cadets. Cadets create videos to express concerns and potential solutions. The Commandant sends out an e-mail every Friday on number of solutions received and how USAFA is addressing each of them. This mechanism created a great dialogue between leadership and cadets, helped with cynicism, and encouraged cadets to come forward and be part of the solutions.

Discipline and Honor: There was spike last year due to hazing events within the swim and lacrosse teams. Otherwise, there has been a downward trend in the rate of honor violations. The Commandant is making sure the decrease is not a reflection of an increase in tolerance. USAFA is still working to educate all students on expectations regarding the honor code. Brig Gen Armacost

added there is an ongoing case regarding Calculus 1 (freshman course) involving 23 cadets suspected of cheating. USAFA is taking steps to identify if the problem is with the incoming class and a reflection of society or with the cadet honor code and internal to USAFA. He noted the Superintendent or Commandant determines punishment on a case-by-case basis. Ordinarily, freshmen are placed on probation rather than disenrollment, based on time spent at academy and severity of the violation. Mentoring and additional education is also involved in the rehabilitation process. Lt Gen Silveria added that 70% of high school students admit to cheating, and USAFA gets a crosscut of that society. USAFA is the first time they have been significantly challenged or stressed, and for some, makes them turn to previous bad behavior. Brig Gen Armacost states USAFA will continue to evaluate ways to improve the honor system, the academic system, and implement common testing times.

Ms. Cubero inquired on the status of healthy relationships training across the cadet wing and whether funding has been secured. Mr. Hogue confirmed the new position within the Center for Character and Leadership Development (CCLD) has been funded and is currently going through the Position Description process, with a target of being on board by Fall semester. Col Block noted USAFA is adapting the current Athletic Department program for the entire cadet wing.

Mr. Campos questioned whether cadets are given realistic expectations of what to expect and how to succeed within the Air Force. Brig Gen Goodwin stated that part of the cadet development program covers how to transition to real life in the Air Force (oil change, cooking, etc.) and Airman readiness (how take care of each other and self). She highlighted the tremendous opportunities USAFA cadets have to interact with and be mentored by Air Force leadership.

Col Anarumo discussed the recently published CCLD Journal, which will be published four times per year. It has an elite editorial review board with 15 articles per publication. There are only seven in the initial publication. The February issue will be tied to the topic of USAFA's National Character and Leadership Symposium (NCLS). This year's topic is Leadership, Teamwork and Organizational Management. CCLD is being optimized and is working with Mr. Hogue in A1 on resourcing. The next step is in the Healthy Relationships training and getting a robust assessment section. Brig Gen Armacost highlighted that NCLS is a down day for everyone at USAFA--all cadets, faculty and staff participate to provide a common experience across the institution.

### **Dean Update**

Brig Gen Armacost highlighted the USAFA semester exchange program which currently consists of 35 cadets from France, Germany, Chile, Spain, Canada, Japan, Singapore, Columbia, and Brazil. Additionally, 33 USAFA cadets are doing a semester abroad in Chile, Japan, South Korea, Latvia, Morocco, Columbia, China, and Portugal. Finally, four-year exchange cadets at USAFA come from Mexico, Panama, Peru, Paraguay, Tunisia, Gambia, Niger, Cameroon, Rwanda, Georgia, Moldova, and other nations. The Dean will provide a complete list for the board members.

Engagement with the Secretary of the Air Force over the past year was focused on academic and faculty improvements, which is being addressed under four focus areas.

**Faculty Accessions:** USAFA has been focused on bringing top talent to USAFA with a goal of the top 25% of Air Force active duty Professional Military Education school candidates going to

USAFA, Air University or AETC, using a central board to select military members for instructor duty.

Advanced Academic Degrees: The Air Force has set aside 104 advanced academic degree billets in preparation for faculty positions at USAFA. Representative Bacon inquired on the promotion rates and command selection rates for professors at USAFA versus the Air Force. Brig Gen Armacost stated the promotions to Major and Lt Col are at the Air Force average, Col is below average; command selection for Majors is at the Air Force average, however command selection for Lt Cols is below average. He attributed this to Lt Cols being out of their career fields for a significant amount of time while teaching, which limits the opportunity for command.

Faculty Diversity: The next focus is to continue bolstering faculty diversity by making sure USAFA is sending professors to the top programs throughout the world. Tuition limits are a constraint. SAF/MR and AF/A1 are looking at ways to negotiate tuition rates at civilian universities, as well as increasing funding available to USAFA faculty.

Manage PhD talent: USAFA is looking at how to match deployments with the academic specialty of members, as well as building a career path for military PhD holders to match career progression with peers and keep them competitive for promotions. A PhD talent management office has been approved and USAFA is working to develop a program to place faculty members on Development Teams (11 currently) to provide a different perspective. The Air Force is also looking at creating different competitive categories for Air Force Specialty Codes (AFSCs).

Gen Rice highlighted the importance of the PhD Talent Management Office in providing the opportunity for all issues related to PhDs, to get a clear and fair hearing and laying out advantages and disadvantages of having a PhD.

Ms. Cubero inquired on the status of funding for administrative positions, infrastructure, and the technology needed to reduce the need for the additional duties and allow the faculty to focus on research and teaching. Brig Gen Armacost explained USAFA received 34 positions for administrative support, 30 of which will be assigned to the faculty. USAFA has had no success in restoring faculty positions, but this will be included in the FY21 budget request. USAFA recently funded significant IT infrastructure improvements.

Mr. Drew inquired on the percent of the faculty that is civilian and the biggest challenges they face. Brig Gen Armacost stated currently 35% of the faculty is civilian. USAFA is able to fill 100% of slots and recently converted 40 military billets to civilian. Early indications are that USAFA will have a strong, diverse pool of PhD holding candidates to choose from.

Research efforts: USAFA's focus is on providing hands-on experience for cadets and an opportunity for role-modeling by faculty. USAFA currently has 14 initiatives to manage the research infrastructure, including advocating for a separate funding line for research at USAFA. Currently, the faculty prioritizes research based on the interest of faculty members, research centers, and cadets availability. Faculty demonstrating "scholarship" and "lifelong learning" to cadets is important to cadet development. Lt Gen Silveria added the availability of research programs is a significant incentive for hiring quality civilian faculty. Mr. Gleason inquired about the cooperation with the Air Force Research Laboratory. Brig Gen Armacost highlighted USAFA's Institute for

Information Technology Applications (IITA) is fully funded by the Air Force Research Laboratory and the Warfighter Effectiveness Research Center (WARC) receives \$1.5M per year, mostly from AFRL. Other research projects are funded through a multitude of other agencies. Additionally, USAFA sends 230 cadets out each summer to participate in research programs.

Curriculum changes: USAFA is involved in a multi-year effort to improve the curriculum, approved in 2016 for the Class of 2021 and beyond. The focus has been on reducing core academic courses by 3 (32 to 29), realigning semester hour credits to more accurately reflect the work required, and aligning the core curriculum with the nine Institutional Outcomes, which provide an architectural framework for how to design the curriculum. USAFA is conducting an annual assessment review to ensure it is meeting its Institutional Outcomes. The goal is to meet SecAF's intent of increasing Science Technology Engineering and Math (STEM) graduates. As such, 50% of core classes are STEM-related.

The growing tuition gap is of concern. The rate of reimbursement by the Air Force for graduate education is flat when compared with the increase in cost for public and private education. Gen Rice inquired about USAFA's school designation as a liberal arts college versus an engineering school. Brig Gen Armacost defined each of the three categories (National University, National Liberal Arts, and Regional Universities). USAFA falls into both liberal arts and regional categories and successfully lobbied to be placed on the National Liberal Arts list.

Upcoming: USAFA needs to develop leaders to fight and win the next war. For this reason, USAFA is looking at long-term technology trends and long-term policy trends; what future education might look like for cadets to adapt to the requirements of the next evolution of war. USAFA launched a new Cyber Innovation Center, which will be breaking ground in May 2019. Lt Gen Silveria added there is also a "Big Idea" being proposed, which is still ill-defined, but the vision is to create a future modern warfare institute, to include endowed faculty or chairs to do research on future wars and develop future curriculum areas, funded mostly through donors. Mr. Gleason inquired on how this Big Idea would relate to a space theme and what its relationship would be with Air University. Lt Gen Silveria explained Air University is a graduate program, but that USAFA is working to create ties among faculty and the need to more deliberately develop and utilize PhDs with Air University.

Representative Udall inquired on the minority recruitment by the Air Force to achieve diversity and what challenges USAFA faces in getting that diversity to reflect society. Brig Gen Armacost stated USAFA places a lot of emphasis on identifying high quality candidates to attend USAFA and utilizes second lieutenants as recruiters. Once admitted, keeping diversity cadets can present a challenge, as research shows they lack a sense of belonging. USAFA has affinity groups to help with belonging, support from senior leadership, and academic infrastructure for a quantitative reasoning center to provide additional academic assistance. Lt Gen Silveria added the Class of 2022 has the highest percentage of minorities of any class, at 32%. USAFA has a moral obligation to represent society and has increased outreach to minority populations for recruitment. The challenge is to have role models for them to emulate. For this reason, USAFA needs to continue to expose minorities to various careers and to encourage application. Ms. Cubero reached out to Great Minds in STEM to encourage USAFA lieutenant involvement in outreach opportunities at the middle school level. Lt Gen Silveria added the consistent challenge is that the junior/senior year is often too late to overcome challenges to meeting admission standards, and that we need to start working

with potential applicants in middle school. Mr. Gleason inquired on the number of cadets that participated in JROTC. Brig Gen Armacost noted USAFA admissions works with JROTC and added that having a diverse faculty is important as well. Mr. Swezey noted that pre-2001 USAFA had over 1,100 primary duty Admissions Liaison Officers (ALOs), now down to 236 because the AF/A1 eliminated the use of Military Personnel Appropriation (MPA) days for ALOs. Mr. Swezey said he requested this be addressed in April 2018, when he noted the MPA days should be released to USAFA for ALO use. Mr. Gleason agreed on the use of the ALO program as an inexpensive means of recruiting. Col Garver clarified that 13% of class of 2022 participated in JROTC, and 9% in Civil Air Patrol. Mr. Campos inquired on the number of cadets that participate in research. Brig Gen Armacost stated approximately 85-90% participate in some sort of high-level research. Lt Gen Silveria added that cadets are doing real-world research for real customers, not just static research for the purpose of academics. Brig Gen Armacost highlighted that seven patents were approved based on cadet research.

**Special Topics** (working lunch)

Col Garver provided a briefing on USAFA's Performance Measures.

A total of 51.2% of the Class of 2021 are declaring STEM majors, approximately 2% higher than the Class of 2019. USAFA expects this percentage to shrink, as cadets progress towards graduation. The Air Force Specialty Code (AFSC) classification at USAFA has shifted to increase operational AFSCs and reduce support AFSCs. This shift reflects a 13% increase in operational AFSCs, 2% decrease in operations support AFSCs, and a 9% decrease in operations service support from the Class of 2017 to the Class of 2019. The reductions are due to the elimination of finance, public affairs, contracting, and force support AFSCs and reduction in acquisition AFSCs. Gen Rice inquired if the Class of '19 represented this dispersion of career fields and if this shift is consistent with the other service academies. Col Garver noted SecAF is still reviewing the dispersion levels to further refine them and ensure they accurately reflect the right size for USAFA. Mr. Mayo added that OSD previously tasked all service academies for same data. The Air Force was around 93-95%, the Navy was around 93%; and the Army was a little different. He added there is currently no comparison across commissioning sources yet, but the Air Force is continuing to work on the distributions for AFROTC and Officer Training School (OTS).

Representative Bacon inquired if USAFA is highlighting the importance of space career fields. Lt Gen Silveria noted the Class of 2019 will graduate 30 space officers, the highest ever, and noted that Gen Raymond is very engaged with the USAFA cadets. Gen Rice noted this is a good example of whether we are prioritizing certain areas over others and that we need to look at the consequences of those prioritizations. Mr. Gleason inquired about the number of students declaring space majors. Brig Gen Armacost stated USAFA averages 35-40 per class in astronautical engineering and space operations. Brig Gen Goodwin added the USAFA leadership team talks about what every AFSC can bring to the fight, not just rated, and that all career fields are important. This is why USAFA paired the rated and non-rated classifications. Mr. Drew added the Academy has been training space officers for years. Mr. Gleason emphasized the need to ensure the public is aware of the role USAFA plays in producing space officers. Mr. Drew noted that USAFA cadets are launching a satellite into space in the coming days. Mr. Gleason asked if the size of the cadet wing is set by statute. Brig Gen Goodwin confirmed the statute limits the cadet wing to 4,400, but that the Wing is not currently at this limit.

## **USAFA Budget Update**

Lt Col Carrol (USAFA Comptroller) provided a briefing on the USAFA budget. For internal funding, the Fiscal Year 2017 (FY17) mission budget expanded due to receiving \$23M for the business information processing (scheduling) tool. Installation support was reduced in FY17 due to increased funding in FY16 for the base maintenance contract, while FY18 and FY19 increased slightly as this contract was fully funded. With regard to Civil Engineering (CE) projects, funding for the tri-intersection bridge and a new field house was moved from FY17 funding to FY 18. Civilian pay remains flat across the board, with a slight increase in FY17 - FY18, and projected a slight increase in FY19. Research funding decreased. This is very volatile and dependent on outside agencies and organizations. Overall, FY18 was a great year for funding requirements. USAFA received \$25M in End of Year (EOY) funding for information systems and IT infrastructure (\$10.4), Closed Circuit Television (CCTV) (\$5M), get-well for athletic department historical shortfalls (\$4M), and engineering flight simulators (\$1.75M). Mr. Swezey asked for clarification on what the simulators do. Brig Gen Armacost explained students can design aircraft and fly them in the simulator.

In the out years, USAFA's major disconnects include:

1) The .edu network, as the AF is more focused on funding the .mil network. Most research occurs on .edu networks, which is not funded. This lack of \$5.5M funding to move the .edu system to the Cloud puts USAFA's accreditation at risk.

2) USAFA funding is not keeping up with the inflation-based funding at civilian universities. Mr. Drew countered that tuition is a function of market forces, increased demand due to increased available student populations. Tuitions increasing due to increased demand means more funding available, while USAFA has steady funding due to steady demand and increases should be driven by what you need versus what you can get on the open market.

## **USAFA Personnel Update**

Mr. Hogue (USAFA/A1) provided a personnel update. USAFA has a large workforce, comprised of 3,200 military and civilian personnel plus an additional 1,400 contractors. The student count is approximately 4,000. An increase would compete with growth at operational AF squadrons. The Preparatory School accepts 240 students and usually attrits down to 190-200. Recent resource increases include an additional 59 civilian billets (34 are faculty support positions and 25 are accreditation-related positions), an additional 40+ AMT positions, and 110 military positions were converted to civilian positions. Current needs include an additional 25 Higher Learning Commission (HLC) positions related to accreditation, 35 athletic coaches due to sequestration, 17 compliance oversight positions, and 90 mission support positions which are mostly security related. Mr. Swezey inquired whether USAFA is effectively utilizing the reserve component. Mr. Hogue stated USAFA uses 19,000 MPA days a year across the various portfolios and noted USAFA is looking at converting some active duty requirements to Reserve requirements. Lt Gen Silveria added Air Force Reserve (AFR) officers are in every mission set, and will continue to be there. Most support is from the AFR with only three Air National Guard (ANG) members as flight instructors at the airfield. Because the ANG is a function of the State, it is more challenging. Mr. Hogue added that cadets don't even know there are reserve or guard members at USAFA because they are embedded so well. Brig Gen Armacost added the Cyber Worx was manned by Reserve members for the first two years. Brig Gen Goodwin added several positions are already solidified

as ARC positions (ANG group/CC, an AOC and DS). Col Jen Block, the Acting Athletic Director, was highlighted as a reserve member.

### **USAFA Diversity and Inclusion Update**

Yvonne Roland, USAFA Chief Diversity Officer (CDO), provided an update on diversity and inclusion (D&I) efforts, to include development of awareness and unconscious bias training. For the development process, a train-the-trainer program was created and implemented. This cadre of Diversity and Inclusion practitioners consist of 63 volunteers. These individuals vary in rank both military and civilian and come from various organizations across USAFA. The Culture, Climate and Diversity (CCD) Office partnered with University of Colorado, Colorado Spring (USCCS) to evaluate an innovative “virtual reality” Unconscious Bias and Micro-aggression training. This training is broken down in two phases; traditional /interactive classroom instruction and individual computer based virtual reality exercises. The training was provided to mid-level managers, both military and civilian. The CDO worked with USAFA/A9 to develop an instrument to measure development and training, provide data on what needs to be improved and what needs to be eliminated. The Knapsack Institute, a component of UCCS, provides a three-day workshop for faculty and staff. These workshops provide tools for talking about diversity and inclusion within the classroom and the workplace. The way ahead is to enhance training and development, including a speaker series to talk to specific groups, hiring a newly funded curriculum manager, and working with DEOMI to create D&I programs for senior leadership.

Col Garver (USAFA A3/9) discussed the CSAF Rated Diversity Task Force. CSAF directed the Air Force to look at increasing diversity across rated career fields. USAFA is looking at diversity across the cadet wing to include gender diversity, minority males, and non-minority males. The biggest takeaway is that nearly 50% of cadet wing is minority male or female. In the Class of 2019, nearly 60% volunteered for rated classification, of that, 40% are diverse candidates. Of note, two-thirds (2/3) of women in pilot training come from USAFA. USAFA is looking for ways to expose more diverse candidates to airmanship. Gen Rice noted Lt Gen Silveria mentioned earlier the Class of 2022 is most diverse class, and that the Rated Diversity slide does not reflect that. Lt Gen Silveria emphasized USAFA cannot do anything to impact these numbers, but can impact applicant outreach which could impact these numbers in the future and therefore impact the Air Force in the future. The troubling number is that only 44% of rated volunteers are diverse. Gen Silveria stressed the diversity of ideas is the true power of diversity.

Col Garver discussed attrition at USAFA. Overall attrition is at ten (10)-year lows for the classes of 2020-2022, about 5% below historical averages. For minority attrition, USAFA currently sits about the same as average for each class. Mr. Drew inquired if this can be tied to low attrition in BCT. Col Garver stated the attrition rates have been declining over the last five years due to remediation programs in academics and proactive measures. Lt Gen Silveria added the available assistance for academic support and networking among cadets prior to arriving at Academy helps to prepare them.

### **Legislative Update**

Lt Col Toth (SAF/LL) provided an update on the three legislative changes from the National Defense Authorization Act (NDAA) related to USAFA. First, the BOV meeting requirement changed from four times a year to only one (consistent with other Service Academies), although the current schedule is on trend to meet three times in 2019. Second, the Service Academies are

required to produce a resource guide on sexual assault at the Academies to be available for all cadets. And third, there was a small adjustment in Military Construction (MILCON) figures for Cyber Worx, updated to match the donor contribution. The Non-Federal Entity (NFE) legislation is currently with the Office of Personnel Management. Member offices and staff are aware of the effort and Representative Bacon's office is extremely supportive and helpful.

Ms. Zoldi (SAF/GCA USAFA Business Matters Attorney) provided an update on the NFE legislation. The proposed legislation does four things: 1) permits senior leaders to officially participate in charitable activities and membership drives; 2) permits senior leaders to endorse their supporting foundations; 3) allows the foundations to use USAFA trademarks, logos, and word marks; and 4) permits limited logistical support to foundations on an excess capacity basis (i.e. provide transportation for events). If passed, the legislation will allow senior leaders to not have to walk an ethical line with respect to things they are expected to do. Gen Rice inquired on when the legislation is expect it to go to the Hill. Lt Col Toth stated he expect it to will take approximately two-three months, but that he will continue to work with staff members in the House Armed Services Committee (HASC) and Senate Armed Services Committee (SASC) to garner support. He plans to follow up with Senators Udall's and Garner's offices as well as Representative Lamborn's to garner support. Gen Rice noted the BOV strongly supports this effort. Mr. Swezey inquired how the legislation may affect the way the Association of Graduates (AOG), the Endowment and the AFAAC work together. Lt Gen Silveria explained the legislation is not about the foundations working together, rather is provides a solid legal foundation for the Superintendent to provide support to the foundations by attending fundraising efforts or writing letters of support for events.

### Old Action Items

- 1) USAFA to provide BOV proposed NDAA language regarding USAFA's ability to engage with Non-Federal Entities (NFEs). The BOV will provide the proposed language to the House and Senate: **Closed**
- 2) 10 ABW to review infrastructure projects for potential cost savings through use of substitute materials and engage the State Historic Preservation Office to determine willingness to support substitute materials. **Closed**
- 3) USAFA to consult the Department of Veterans Affairs to determine if cadets are covered under the new Veterans Health Administration (VHA) Directive 1115, *Military Sexual Trauma (MST) Program*, approved on May 8, 2018. Follow up; Rep Bacon to ensure this is set in policy: **Closed**
- 4) USAFA to provide proposed language for the BOV related to funding streams for various SAPR programs to include the Cadet Healthy Interpersonal Skill (CHiPs) program. (Language) – Review at next BOV meeting: **Closed**  
Ms. Cubero noted there are several different funding sources and activities in the SAPR office, and inquired if there will be a consolidated report. Lt Gen Silveria: Healthy Relationships Training (HRT) and Cadet Healthy Interpersonal Skills (CHIPS) is funded for two years. Gen Rice noted these programs are funded, but not with permanent funding. He asked if the BOV should advocate for these programs to be permanently funded until the results of Sexual Assault and Gender Relations (SAGR) report is released to validate the usefulness of the programs. Gen Rice suggested a review of the responses to the SAGR survey in April as it related to HRT and CHiPS.
- 5) USAFA to provide metrics on the Cadet Healthy Interpersonal Skill (CHiPs) program to measure success: **Closed**



Gen Rice noted it will take time to gather sufficient feedback and metrics on programs. Early indications show the programs are promising. He again asked if the BOV should advocate for these programs to be permanently funded before the results of SAGR report is released to validate the usefulness of the programs. Lt Gen Silveria added it is difficult to make a correlation between a specific program and the survey results. Gen Rice suggested the BOV continue to monitor.

- 6) USAFA to provide point paper on information technology (IT) infrastructure (bandwidth) issues, way forward on improvements, and uses for effective teaching: **Closed**

Gen Rice noted the remaining gap on the Cloud piece that could impact accreditation. The BOV endorses the additional \$5.5M funding requirements to close this gap.

- 7) USAFA to provide point paper on institutional oversight measures applicable to the SAPR office: **Closed**

Mr. Ehrhart noted the significant amount of reporting required and questioned if the BOV should endorse alleviating some of the reporting requirements. Lt Gen Silveria expressed there are sufficient oversight mechanisms in place, but there is a need to fund the existing programs. The next important step is adding an anonymous reporting tool. Mr. Mayo noted the DoD Inspector General (IG) report on the SAPR office is due out in January, and may provide more data to be reviewed during the April meeting. Gen Rice stressed there is a need for continued oversight by the BOV, therefore this will remain on the agenda going forward, and the BOV will keep eye on annual Sexual Harassment and Violence (SH&V) Report (external survey report) and the SAGR (internal cadet survey report). Mr. Swezey asked if the BOV should recommend to DoD to get the SAGR results more quickly. Brig Gen Goodwin cautioned the data will be more than a year old and not reflective of the current culture at USAFA. Gen Rice asked Mr. Mayo to contact Dr. Galbreath's office to determine if the SAGR survey results can be released on a shorter timeline.

### **BOV Annual Report**

Gen Rice reviewed the draft comments for the final report and solicited comments from board members, seeking consensus from the members.

- 1) Morale, discipline and social climate: Gen Rice noted overall USAFA is strong in each of these areas.
- 2) Curriculum: Gen Rice noted the curriculum reflects the institutional outcomes of USAFA and that the USAFA's institutional outcomes are relevant to what the AF needs in future officers. Brig Gen Goodwin highlighted curriculum is covered under three USAFA mission elements: physical education under the Athletic Director, cadet development under the Commandant, and academic curriculum under the Dean.
- 3) Instruction: Lt Gen Silveria requested support for an increase in Air Force tuition assistance for instructors to obtain advanced academic degrees, noting this would provide some long-term stability of the faculty.
- 4) Physical equipment: Gen Rice stated USAFA seems to be in OK shape and the BOV is recommending funding of IT Cloud infrastructure upgrades. Mr. Mayo suggested USAFA provide the MILCON numbers approved in the 2019 NDAA.
- 5) Fiscal Affairs: The BOV is recommending full funding for athletic activities; historical funding is only 75% and should not need to rely on end of year funding.

- 6) Academic methods: Lt Gen Silveria suggested the board endorse 3600 funding for research efforts. However, the board members determined there are sufficient funding sources available. Brig Gen Armacost noted the issue is making the process of funding and contracting easier. Mr. Drew noted the potential correlation between proactive engagement of struggling cadets and the reduced attrition rate and asked if the BOV could endorse or encourage continued engagement under the existing academic methods. Ms. Cubero asked if the BOV could provide a statement of support for accreditation. Brig Gen Armacost highlighted the remediation is a great academic method, but also noted the tie to the unfunded IT infrastructure as it applied to technology shortfalls in the classroom. Gen Rice suggested the report state there is nothing substantial to recommend at this time, but will continue to look for opportunities going forward.
- 7) Special interest topics:
- a. SAPR: The BOV recommends continued emphasis on ensuring proper oversight by creation of an enduring process with institutional measures to sustain success and prevent reoccurrence of problems in the SAPR office. Lt Gen Silveria noted with the changes of leadership, there is a need to ensure the oversight continues, and cautioned there is potential to lose the corporate knowledge on why the programs were put in place, making them a target for fiscal savings. Ms. Cubero noted the recommendation for focus on the metrics provides quantitative data to reflect the success of the programs. Gen Rice recommended rewording the recommendation to clarify. Brig Gen Goodwin requested rewording to distinguish command leadership from SAPR office, to emphasize command leadership team support of the program in concert with the SAPR office.
  - b. NFE: The BOV endorses the current efforts to obtain legislative authority to support USAFA's Supporting Foundations.
  - c. Prep-school: Gen Rice expressed a concern that the recommendations listed do not rise to level of annual report. Mr. Drew questioned if the BOV should highlight infrastructure needs. Lt Gen Silveria explained the comment in reference to opportunities for NFEs to donate to the prep-school. The #1 MILCON request for USAFA is the Prep School dorms, followed by a Prep School academic building. He noted the dorm is in the POM, but the academic building is not. Ms. Cubero suggested a follow-up with the Prep School Commander for "needed infrastructure funding". Gen Rice requested USAFA provide the needed funding for the prep-school and the impact of not getting that funding. (10-days)
- 8) Other topics to include in the report:
- a. Need better data system to track cadet-to-officer performance. Lt Gen Silveria noted there is a graduate survey conducted at the 3-year mark. Col Block highlighted the implementation of a new student information system which can be used to track "risk" taken on cadets at admission and stated this will help in tracking cadets after graduation and their success in the Air Force. Mr. Mayo noted the AF is funding significant IT infrastructure for Human Relations (HR) systems that should be compatible with the USAFA student information system and endorsed the need to do longitudinal analysis going forward. Mr. Drew noted the analysis should include all accession sources. Gen Rice requested this be included as a special interest topic for next year.
  - b. Endorse the use of retention versus accession medical standards at the start of the junior year.

- c. Endorse conducting a flight physical before acceptance to provide more clarity on number of cadets who are pilot qualified and the required rated slots to request in the PGL. Mr. Gleason cautioned on the potential bias in acceptance, the need to be aware of potential second and third order effects, and suggested USAFA should focus on accepting the best qualified candidates rather than only those who are pilot qualified.
- d. Special interest topic for next year: Historical and current use of ALOs.  
Lt Gen Silveria cautioned that maintaining a program for program sake gets us nothing. USAFA admitted the Class of 2022 with historical diversity numbers. He questioned what problem exists that we are trying to fix? Lt Gen Silveria highlighted that face-to-face needs are declining in the digital age and noted where ALOs are needed is in the inner cities, which is where Col Primas (Admissions Director) is focusing recruiting efforts. Gen Rice noted the board has no opinion going in; the intent is to gather the facts on how the program has changed over time, whether program is needed or effective, and how it can be better utilized.
- e. Special interest topic for next year: SAPR.

### **New Action Items Review**

- 1) Numbers of cadets impacted by use of accession vs. retention standards and late determination of pilot qualification? 30 days
- 2) Representative Hirono requested additional information on medical disqualifications to provide to candidates during the interview process.
- 3) Representative Hirono requested a list of countries involved in international exchange programs.
- 4) Representative Hirono (and Ms. Cubero) requested information on what USAFA does regarding “subconscious bias.”
- 5) Ms. Cubero requested the percentage of recruited athletes that are pilot qualified and whether that is on par with the entire class.
- 6) Representative McSally requested USAFA look at a way to provide situational awareness to congressional members of those individuals being nominated from outside Member districts.
- 7) Representative Bacon asked if the USAFA Safe-to-Report Policy can be replicated within big Air Force—update at next meeting. (SAF/MR)
- 8) Ask Dr. Galbreath’s office what it would take to generate results of survey quicker—**update at next meeting (SAF/MR)**
- 9) USAFA to provide the needed funding for the prep-school and the impact of not getting that funding (for the annual report). **10-days**

### **Superintendent Summary Remarks**

Lt Gen Silveria thanked the board for their continued support and welcomed the two new board members. He reemphasized the three top priorities he needs support from the BOV:

- 1) The IT infrastructure for accreditation and Cloud infrastructure
- 2) Continued support of NFE legislation
- 3) Continued to build the legal infrastructure around research enterprise

### **Public Comments**

Mr. Danial Hockman requested USAFA add additional information to the USAFA applications website in reference to the terms “Recruited Athlete” and “Blue Chip Application.” These are terms used in athletic recruiting and responses to candidates, and differ from other Division I NCAA

programs outside of Service Academies and contribute to decisions candidates make during the recruiting cycle. This would reduce confusion and better serve future candidates. Col Block stated both she and the Director of Admissions looked at the website, they feel content is sufficient, but will address the future use of Blue Chip Athlete, as this is an internal term to USAFA.

**Chairman Concluding Remarks**

Ms. Cubero noted this may be her last meeting, as term ends at the end of the year and thanked everyone for the great experience. Gen Rice thanked her for her participation and wise counsel during her tenure. Gen Rice highlighted the need to elect a Chair and Vice Chair for the coming calendar year, and requested volunteers. Mr. Swezey volunteered to be the Vice Chair. Gen Rice noted his willingness to serve as Chairman for another year. He thanked Mr. Swezey for volunteering, but noted his time on the board may be limited. He asked the board to consider Brig Gen Ehrhart for the Vice, as his term is just starting. Gen Rice opened the floor for nominations as the Chairman. Ms Cubero nominated Gen Rice, this was seconded by Mr. Drew. The members confirmed the nomination. Gen Rice opened the floor for nomination of Brig Gen Ehrhart as Vice Chairman. Mr. Swezey nominated, Ms. Cubero seconded the nomination. The members confirmed the nomination.

Gen Rice thanked everyone for attending today's session, and the work USAFA put into providing the requested briefings. He requested the format be used as a model going forward for the level of information and content. He noted his upcoming meeting with Secretary Wilson and noted he would provide feedback to the board at the next meeting.

**Adjournment:** The DFO adjourned the meeting.

I certify, to the best of my knowledge, the foregoing minutes are accurate and complete.



ANGELA K. CALTAGIRONE, Lt Col, USAF  
Executive Secretary



EDWARD A. RICE, JR.  
Chair, USAFA Board of Visitors

Attachment:  
New Action Items Response

## **Attachment 1: New Action Items Response**

**Action Item 1:** Provide a handout on pilot medical disqualifications to provide to candidates prior to application.

Although it would be ideal for cadet candidates to understand if they were pilot qualified prior to application, the medical requirements to become a pilot are very complex and cannot be captured in a single handout/summary. These governing instructions require flight medicine training to appropriately decipher. For example, if a member has a head injury, there are certain criteria that will define the injury as a mild, moderate, or severe head injury, each with its own requirements for a waiver possibility, or timeline after the injury that they have to wait before being able to apply to be a pilot. Furthermore, the requirements are different for pilots, navigators, RPA pilots, missileers and all other AFSCs that require a "flight physical". Additionally, non-medical personnel may decipher the handout incorrectly and unintentionally make a decision to not support a candidate for entrance, even though they may qualify for a waiver or would make an exceptional non-rated officer. USAFA recommends that the interpretation of these complex policies be on a case-by-case basis and be limited strictly to flight medicine personnel.

In summary, the complex pilot qualifications are multifaceted, cannot be articulated in a handout, and could prevent high caliber candidates from being considered.

**Action Item 2:** What countries in program are involved in international exchange programs?

USAFA's Department of Foreign Languages and International Programs (DFF) operational philosophy is "From the Classroom – to the Field – to the Operational Air Force." The department educates cadets to become linguistically capable and cross-culturally competent Airmen, and offers cadets opportunities to apply and broaden their foreign language and cultural skills through various study abroad opportunities. The result is globally aware second lieutenants who graduate ready to enter the operational Air Force.

USAFA offers instruction in eight foreign languages: French, German, Portuguese, Spanish, Arabic, Chinese, Japanese, and Russian. All cadets take two semesters of language unless they validate this requirement upon entry. Courses are offered from introductory through advanced levels.

Cadets may earn a minor in foreign language by taking five courses beyond the introductory, 100-level. In recent years, approximately 30% of each graduating class has earned the Foreign Language Minor.

Students make great linguistic and cultural gains when applying what they learn in the classroom through in-country immersion and when interacting with international students and officers at USAFA. Following are examples of these opportunities.

**Summer Language Immersion:** Cadets are competitively selected for the Cadet Summer Language Immersion Program (CSLIP), typically after their 2<sup>nd</sup> or 3<sup>rd</sup> year at USAFA.

CSLIP is a four-week program (one summer period) involving 80 hours of language study in-country in a rigorous classroom setting as well as various field trips and interactive cultural opportunities. The immersion challenges cadets to expand their language skills and build cross-cultural competency.

Cadets expand upon these experiences through fall semester follow-on courses. Cadets earn academic credit by completing requirements abroad, pre/post-language and culture testing, and the fall course.

In Summer 2018, 138 cadets and 18 faculty members studied abroad in ten different countries.

- French (19): Dakar, Senegal, and Aix-en-Provence and Tours, France
- German (16): Hamburg and Munich, Germany
- Portuguese (12): Brazil and Portugal
- Spanish (31): Mexico, Panama, Chile, and Spain
- Arabic (15): Rabat and Meknes, Morocco
- Chinese (20): Nanjing, China
- Japanese (11): Wakayama, Japan
- Russian (14): Ukraine and Latvia

**Semester Programs:** Cadets with advanced proficiency may compete to participate in the Cadet Semester Exchange Abroad Program (CSEAP) at a foreign military academy or Cadet Semester Study Abroad Program (CSSAP) at a civilian university during their 2-degree (junior) or Firstie (senior) year.

These are capstone programs designed to further develop officers by honing their language and culture skills as well as increasing their knowledge and understanding of regional security issues in context of the global geo-political landscape and America's foreign policy interests.

**Semester Exchange:** An equal number of cadets are exchanged between USAFA and international academies. USAFA has agreements with nine countries (with year established): France (1969), Germany (1999), Chile (2000), Spain (2001), Canada (2003), Japan (2007), Singapore (2013), Brazil (2017), and Colombia (2017). These exchanges, as specified by Title 10, are approved by Air Force International Affairs (SAF/IA) and a corresponding approval authority in the respective countries.

**Study Abroad:** Cadets study for one semester at a civilian university. Current locations are China, Latvia, Japan, Morocco, and Portugal.

In Fall 2018, 36 cadets are on exchange at foreign academies and 22 cadets are studying abroad at civilian universities.

**Cultural Immersion Programs:** These programs prepare cadets to serve as cross-culturally competent Airmen in a global environment. Faculty members design cultural specific immersion programs that build on classroom instruction. These immersion programs are not necessarily based on a foreign language. In Academic Year 2017-18, 82 cadets and 17 faculty members studied abroad on trips to Argentina, Chile, Greece, Hungary/Croatia/Bosnia/Serbia, Japan, Jordan/UAE, Poland/Czech Republic/Germany, Rwanda, Senegal/The Gambia/Ghana/Liberia, Thailand, Vietnam/Cambodia, Uganda, UK/Germany/France

**Foreign Academy Visit / International Week Program:** Promotes understanding between international air forces by providing short-term military-to-military exchanges between USAFA and other academies.

USAFA hosts international cadets and officers during International Week each fall and USAFA cadets and officers visit foreign academies over the following spring break. Delegations normally consist of three cadets and one officer. In Fall 2018, 27 countries sent delegations to USAFA. While these countries vary each year, in Fall 2018 they included Australia, Argentina, Brazil, Chile, Colombia, Denmark, Dominican Republic, Ecuador, El Salvador, France, Honduras, Indonesia, Italy, Japan, Jordan, Lithuania, Mexico, Morocco, Netherlands, Oman, Paraguay, Peru, Romania, Spain, Thailand, Tunisia, and the United Kingdom. In AY 2017-18, 50 USAFA cadets and officers returned visits to twenty-three international academies across the globe

**Colombian Air Force Academy graduating class visit:** Each fall the graduating class from the Colombian Air Force Academy (Escuela Militar de Aviacion) visits USAFA for a DoD-sponsored professional, cultural and social exchange. This exchange has been ongoing since 1981. USAFA hosted 62 cadets and 13 officers in September 2018.

**4-year International Cadet Program:** This program enables appointees from foreign nations to attend USAFA from BCT through graduation. USAFA is authorized up to 60 international cadets at any given time under this program; that is directed by Title 10 and subordinate DoD directives. International cadets fully integrate into the CW chain of command and conform to USAF customs and courtesies. Fifty-seven cadets from 25 countries are currently studying at USAFA. While the list varies each year, current countries represented include: Cameroon, Georgia, Jordan, Kazakhstan, Macedonia, Madagascar, Malaysia, Mexico, Moldova, Mongolia, Niger, Pakistan, Panama, Paraguay, Peru, Romania, Rwanda, Singapore, South Korea, Sri Lanka, Taiwan, Thailand, The Gambia, Tunisia. Fourteen international cadets graduated with the Class of 2018.

**Military Exchange Personnel Program (MPEP):** These agreements are formed at the SAF/IA level. International Officers serve at USAFA based on their academic backgrounds and specialties. USAFA currently hosts officers from Brazil, France, Germany, Japan, and South Korea (Spain – on hold).



**Action Item 3:** In reference to diversity and attrition, interest in how USAFA addresses unconscious bias.

**Definitions:** “[Unconscious \(or implicit\) biases](#) are learned stereotypes that are automatic, unintentional, deeply engrained, universal, and able to influence behavior.<sup>[1]</sup> Unconscious bias training programs are designed to expose people to their unconscious biases, provide tools to adjust automatic patterns of thinking, and ultimately eliminate discriminatory behaviors.”<sup>[2]</sup>

**USAFA’S Unconscious Bias Approach:** USAFA utilizes a two-pronged approach encompassing both awareness and education/training.

#### Awareness

- **Diversity Fellows Program:** Provides cadets opportunities to develop diversity awareness as well as increased subject knowledge relevant to our profession through an experiential, educational internship at a recognized CONUS institution followed by their participation in outreach activities at USAFA (evening lectures, discussion forums, presentations on their experiences, etc.)

#### Education/Training

- **Developed and Implemented Diversity and Inclusion (D&I) Train-the-Trainer Program:** 63 volunteers from various organizations across USAFA underwent training. The composite of the group included faculty, Chaplains, medical personnel, civilian employees, law enforcement, officers and NCOs, CCLD (Center for Character and Leadership Development) staff and the Equal Opportunity office. These D&I practitioners can provide training to USAFA faculty, staff and cadets.

- **Awareness and Unconscious Bias/Microaggression Training (UB/MA):** The Culture, Climate, and Diversity (CCD) office created, developed and implemented a comprehensive/interactive UB/MA training program. CCD conducted training for personnel on the Commandant of Cadets’ staff. Additionally, the CCD staff with the assistance of D&I volunteer practitioners facilitated UB/MA to the USAFA Class of 2019 cadets and USAFA Prep School candidates.

- **Innovation:** In seeking new and innovative methodologies/strategies in addressing issues of unconscious bias and microaggression, CCD partnered with the University of Colorado at Colorado Springs (UCCS) to conduct virtual reality UB/MA training for mid- level civil service employees, officers and NCOs. The training was conducted in two phases:

1) *Phase 1 – Traditional/Interactive Classroom Instruction:* UCCS instructor engaged participants through the use of exercises and interactive discussions concerning unconscious bias and microaggression.

2) *Phase 2 – Individualized Computer-Based Virtual Reality Exercises:* Each participant was given a real-world scenario requiring them to virtually interact with role-playing avatars (played virtually by actors off-site). The avatars facilitated D&I scenarios which elicited participant response and tests the participants understanding and application of learned UB/MA concepts from Phase 1. After scenario completion, participants were assessed and provided personalized feedback on how to improve upon their UB/MA knowledge/scenario responses.

1. Noon, M. (2018). Pointless diversity training: Unconscious bias, new racism and agency. *Work, Employment and Society*, 32, 198– 209.
2. Fairman, S. E. (2016). *Unconscious bias: When good intentions aren't enough. Educational Leadership*, 74(3), 10–15.

**Action Item 4:** What percent of recruited athletes are pilot qualified compared to the entire class

Averages and standard deviations for the combined last three entering classes (c/o '20, '21, and '22) are as follows:  
40.1% +/- 4.3% of recruited athletes are PPQ upon entry  
41.8% +/- 3.4% of non-recruited athletes are PPQ upon entry

**Action Item 5:** What is the process for awarding non-Member appointments and notifying Members?

Nominations are a requirement for appointment to USAFA. This applies to all candidates whether they are recruited intercollegiate athletes or not. USAFA Admissions does not notify congressional offices if a candidate receives a military-affiliated nomination. Per USC Title X, each military-affiliated nomination category meets unique, defined requirements and must be reviewed and evaluated separately. Admissions encourages all candidates to seek nominations in every category that they are eligible and a candidate's chances of securing an appointment increase with each additional nomination. A candidate could inadvertently be put at a disadvantage if a congressional nomination consideration were influenced by prior knowledge of a candidate's military-affiliated nomination status. Although Admissions does not publish a candidate's military-affiliated nomination status, as required by law, they will provide it if requested by a member of Congress. The candidate may also provide it to the congressional office.

Athletes may show on Member's list late because of the late recruiting cycle that they are on. This is especially true of football, basketball and hockey athletes. When they are recruited and start the admissions process, many congressional offices have already submitted their nominations. For these athletes that have missed the nomination deadline, USAFA Admissions may work with the congressional office on a substitute nomination. USAFA may try to secure a nomination through that district by securing one of the Member's nominations where the candidates are disqualified (e.g., medically, academically unqualified, did not complete their application, declined the appointment, etc.). In order to secure a substitute nomination, the athletes must show up on a member's congressional portal. It is possible that an athlete may show up on the member's portal and USAFA is able to secure a senatorial substitute nomination without contacting the representative's office (and vice versa). Although substitute nominations are common practice, the majority of recruited athletes secure nominations through the standard process and timelines used by "non-athletes". The Class of 2022 had 296 athletes of which 32 had substitute nominations.