

**MINUTES OF THE REGULAR MEETING**

**OF THE**

**BOARD OF VISITORS**

**UNITED STATES AIR FORCE ACADEMY**

-----

**3 December 2014**

**Approved by the**

**USafa BOARD OF VISITORS**

**9 June 2015 (Note: Not approved until June meeting due to 16 March 15 meeting cancellation)**

## INDEX

<b>TOPIC</b>	<b>PAGE</b>
Attendance	3
Opening Comments	4
Superintendent's Update	4
USAFA Budget Update	7
USAFA Master Plan Update	8
USAFA BoV Diversity Panel Out-briefs	9
USAFA Climate Survey Results	9
Schedule of Future Meetings	10
Summary of Follow-On Actions	10

**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 0930 on Wednesday 3 Dec 2014.

**ATTENDANCE**

**MEMBERS PRESENT:**

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

**MEMBERS ABSENT:**

Senator Lindsey Graham (R- SC)  
Senator Michael Bennet (D-CO)  
Senator Jerry Moran (R-KS)  
One vacant seat for Vice President Appointment  
One vacant seat for Speaker of the House Appointment

**AIR FORCE SENIOR STAFF:**

Mr. Daniel Sitterly, SAF/MR  
Mr. Jeffrey Mayo, SAF/MRM  
Lieutenant General Sam Cox, AF/A1  
Ms. Tina Strickland, USAFA BoV Designated Federal Official (DFO)  
Mr. Steve Beatty, SAF/MRM

**USAFA SENIOR STAFF:**

Lieutenant General Michelle Johnson, Superintendent  
CMSgt Max Grindstaff, Command Chief Master Sergeant  
Brig Gen Stephen Williams, Commandant of Cadets  
Mr. Carlos Cruz-Gonzalez, Director of Installations  
Ms. Gail Colvin, Director of Staff  
Col "Al" Hess, USAFA Liaison

**BoV EXECUTIVE SECRETARY:**

Major Mark Cipolla (AF/A1PT)  
Lt Col Jonelle Eychner (AF/A1PT)

**OTHER ATTENDEES:**

Mr. Craig Abele, Congressional Staffer – Senator Graham  
Ms. Margot Beausey, Congressional Staffer – Senator Bennet  
Mr. Lee Colburn, Congressional Staffer – Congressman Lamborn  
Mr. Craig Frucht, Congressional Staffer – Congressman Polis  
Ms. Caroline Prosch, Congressional Staffer – Senator Moran

**OPENING COMMENTS**

Ms. Strickland opened and welcomed everyone to the quarterly meeting at 0930. She provided a reminder on the BoV rules as related to the Federal Advisory Committee Act (FACA), introduced her team and notified the board that there had been no submissions for a public docket.

**BoV CHAIR OPENING REMARKS:**

Mr. Sandoval called the meeting to order. He first asked for approval of the minutes from the September meeting. Dr. McKiernan motioned to approve the minutes and Maj Gen (Ret) Harris seconded the motion. All members voted to approve the minutes. Next, Mr. Sandoval introduced the board members and provided an overview of the day's schedule. Mr. Sandoval also highlighted two potential future members who may join the BoV; Senator Mazie Hirono from Hawaii and Congressman Todd Young from Indiana and Annapolis alum. The Chair then called for nominations for the BoV Chair and Vice-Chair. Representative Tsongas nominated Mr. Sandoval and Lt Gen (Ret) Jameson to continue their positions in the Chairman and Vice-Chairman roles due to their success in managing this committee. Maj Gen (Ret) Harris seconded the nomination. All members voted to approve the nominations and Mr. Sandoval and Lt Gen (Ret) Jameson will serve as Chairman and Vice Chairman for the 2015 calendar year.

**SUPERINTENDENT'S UPDATE:**

Lt Gen Johnson introduced her staff both in person and via telecon from USAFA. She set the stage that the AF is experiencing budget and personnel decreases. USAFA is only 60 years young with an endowment that is expected to grow as the Academy transitions to a more "mature" stage. Lt Gen Johnson looks forward to this additional support, similar to that found at the sister service academies. Lt Gen Johnson began her briefing by describing how USAFA has deliberately aligned its essence, vision and strategy to the Air Force's recently released strategy, *A Call to the Future*. She emphasized that the Academy is focused on making the USAFA education relevant to this current generation, identifying opportunities to innovate without losing its heritage, and how she is working to align processes and improve communication so governance is streamlined and each Academy faculty, staff and cadet know their role and how they contribute to the mission. For example, she described the newly implemented culture, climate, and diversity (CCD) position, which is designed to help align efforts on victim support, equal opportunity, and partnership with the Air Base Wing to better leverage helping support agencies at USAFA.

Following this introduction, Lt Gen Johnson described in more detail how the USAFA strategy must be rooted in the AF strategy to obtain the agile and inclusive leaders our future officers need. This is requiring the Academy to think through how we deliver meaningful experiences to the officers who will be leading our Air Force over the next 30 years. Brig Gen (Ret) Thornhill recommended all BoV members read the most current AF strategy. It is "A Call to the Future" and clearly indicates that from an educational and professionalism standpoint, Character and leadership discussions going forward will adapt Huntington's theory for the 21st century. Congresswoman Tsongas asked about the Academy's ability to communicate to young people interested in the Academy the variety of specialties they can fill

in addition to being a pilot. She acknowledged it's a challenge to articulate that the AF needs a variety of skill sets. In response, Lt Gen Johnson described on-going efforts, but acknowledged that more can be done to communicate clearly with applicants. Mr. Wiley asked Gen Johnson to more clearly elaborate on how USAFA is nesting its strategy to the AF strategy. He suggested without understanding the AF strategy its difficult for the BOV to align its recommendations. Lt Gen Johnson responded by describing the USAFA essence and the "what-how-why" approach USAFA has employed to respond to fiscal constraints and ensure alignment with the AF. In particular, she articulated again the WHAT – the USAFA essence: balanced liberal education w/STEM cognizance, opportunity for competition through athletics, exposure to air, space, cyberspace, Airmen ethos and how they solve problems, professional culture, discipline, teamwork, and attention to detail all on an immaculate institution. She described "Why" USAFA delivers the essence and how it is tied to the AF vision, and articulated how USAFA must deliver it differently than what was done during the cold war.

Part of delivering education differently will involve the Center for Character and Leadership Development (CCLD). Lt Gen Johnson described how this new facility will not only focus on internal education, but will likewise focus on outreach so that it can serve as a resource for character development throughout the AF and the nation. Lt Gen (Ret) Jameson commended the Academy for this new take on education and USAFA outreach acknowledging this is not the approach of the "old days." Lt Gen Johnson went on to explain this new take is part of the Academy's communication effort. She explained that a recent communications audit and her own discussions with influential Academy graduates around the nation suggest USAFA doesn't have a bad reputation; rather the Academy doesn't really have any reputation. So, Academy communications is working to fix this with more outreach. This conversation led to recognition of the Academy's on-going efforts to enhance faculty, staff, and cadet diversity by targeting underrepresented populations so that the Academy reputation reaches communities that may now know much about the Academy or military service. Dr. McKiernan questioned the length of time to achieve the strategic goals Gen Johnson articulated, i.e., is this a 5, 10 yr plan? Lt Gen Johnson explained the Academy is focused on a practical, achievable plan, that is continually updated to remain relevant, and is working to be included in the AF corporate process, so it no longer must survive on end-of-year funding. Lt Gen Johnson explained that personnel was a major part of the plan in response to a question from Maj Gen (Ret) Harris. She explained that USAFA wants the 10 ABW to know how they fit and to ensure they feel appreciated as a major enabler for the Academy mission.

Ms. Hoppin elaborated on concerns regarding the Academy's communication efforts. She explained communication is nonlinear; reputation is key and building the Academy's brand reputation should not be vulnerable to the negative bloggers and tweets. Lt Gen Johnson agreed with Ms. Hoppin and emphasized the Academy is doing as much outreach as possible within the current system and is identifying innovative ways to access resources outside the system (e.g., Mr. Larry Holdren as a UE-paid GSA consultant).

After introducing the institutional strategy Lt Gen Johnson outlined her lines of effort for the commander's intent this year, beginning with milestones for culture and climate. For example, last year the Academy changed the paradigm for commitment at the start of the 2-degree year. Rather than allowing cadets to choose to return to USAFA, the Academy now invites them back and emphasizes the commitment they're making. Additionally, USAFA is an active partner with AETC working to develop professionalism within the AF and see the new Center for Character and Leadership Development as a major player in these efforts. In response, Dr. McKiernan raised a concern that the perception is that the faculty aren't valued or teaching at USAFA isn't good for their careers. Several members suggested

this is an AF problem. Lt Gen Johnson acknowledged that this is a tough issue because everyone – USAFA, AETC, etc. – want good people and there is often a perception that these assignments don't always compete with operational assignments. Brig Gen (Ret) Thornhill reinforced this as an AF problem that is best answered by the Air Staff. To which Lt Gen Cox suggested some of these discussions are occurring with respect to promotions and Mr. Sitterly suggested the issue is more likely an expectations management problem. Many officers do not see Lt Col as a successful career, which is a mistake. The AF has a variety of on/off ramps for high potential folks and we simply need to better manage expectations.

Lt Gen Johnson explained several milestones aligned with her second line of effort for this academic year: Innovation and Integration. For example, she explained that USAFA is adding a major in the cyber domain. She also discussed USAFA's efforts to develop an AFROTC exchange. She described the current state of this initiative, which includes sending 3 cadets to an ROTC detachment where they can serve in a leadership role and return with lessons learned, new perspective, and background on a different commissioning source. This opportunity is one of a menu of options USAFA is developing such as, examining cadet schedules to make sure cadets have accountability over their schedules, looking at experimental evening classes, or aligning leadership classes to a specific squadron to facilitate translating theory to practice, all with the intended goal to increase responsibility, commitment and maturity for the mediocre cadet.

This discussion prompted Lt Gen (Ret) Jameson to ask about the vision for the AFROTC exchange. Lt Gen Johnson explained that if successful it may expand to ~10 cadets and it will include having AFROTC cadets attend a semester exchange at the academy. The intent is these cadets will have new experiences that develop their level of maturity, experience different demographics, require them to manage their own schedule, and maintain their values within a different college experience. The academy has learned from cadet exchange programs and has revised Basic Cadet Training to be less directive and authoritarian so it's a more productive leadership experience for the upper classes without losing any rigor for the basic cadet class.

The third and final line of effort Lt Gen Johnson described was improved Processes and Communication. USAFA is working to align all processes to optimize leadership, with strategic communication, inspections, the Board of Visitors, and official inspections. Brig Gen (Ret) Thornhill was encouraged by this effort and suggested that USAFA consider doing a presentation on their innovative efforts during the Higher Learning Commission meeting in Spring 2015. USAFA could highlight the success of its innovative programs. Finally, Lt Gen Johnson described a renewed focus on strategic communication. She described how USAFA is using AOG Chapters, social media, influential partners, and CCLD to reach and influence a wider audience. She's found that USAFA doesn't have a bad reputation; it simply doesn't have much of a reputation in those east coast markets dominated by West Point and Annapolis (e.g., NYC, Washington, D.C.).

Following this review of her commander's intent, Lt Gen Johnson provided an update on resource issues. She acknowledged that support from the Air Staff was helpful – USAFA needs at least \$137M annually in non-pay O&M to operate, in FY14 they received \$143M. However, much of the funding came as end-of-year dollars, which make it difficult to conduct prudent planning and spend dollars wisely. Mr. Sitterly acknowledged that the SecAF and Chief understand there are institutional requirements that must be spent on certain items in the AF (e.g., USAFA, tuition assistance, etc.). Hence, the AF is working to establish a board to address these issues holistically. Likewise, Lt Gen Johnson is suggesting the Air Staff revive the Executive Steering Group (ESG) so senior AF leaders have a

direct institutional method to address issues unique to USAFA. Congresswoman Tsongas suggested that Congressional members and the Armed Services Committee understand the cuts are getting significant, but there's also some responsibility by the services to provide better oversight on the funds that are provided. Mr. Wiley also suggested that Not only is the money being cut but people are being asked to do more with the little that they do have.

Lt Gen Johnson closed with a few updates on recent events and accomplishments. She described the implementation of the first-ever "All-In" rated assignment process. 50% of the cadet wing volunteered and USAFA met all AF rated requirements levied. She described for the Non-rated assignments, USAFA better aligned to AF needs and provided 65 cadets to the missile career field. Cadets mostly earned their top choices for both rated and non-rated career fields. Lt Gen Cox clarified that none of these cadets are being non-volunteered to do this; this is a volunteer force and personnel volunteer to be in the service. Lt Gen Johnson also provided additional insight into the Athletic Department Director hiring process and reminded the board of her efforts to keep them informed as USAFA approaches a final announcement. She also used this opportunity to again articulate the efforts made to reach numerous diverse organizations following a first-ever for USAFA national competition. The announcement is planned for January. Lt Gen Johnson also acknowledged that a survey of all USAFA audits from the past year reinforced the great things we're doing to include successful audits for the AFAAC, NCAA Annual Equity Audits, and ABET accreditation.

USAFA had great successes with recent events such as CORONA and Warrior Games, International Week, CINC's Trophy, It's on Us Campaign regarding Sexual Assault and individuals owning this issue, and Heritage March where the cadets marched to the Academy Cemetery focusing on history and lessons from heroes past and the profession of arms. Lt Gen Johnson wrapped up with several spotlight stories of cadets doing great things both personally and professionally.

#### **USAFA BUDGET UPDATE:**

Lt Col Scott Thompson provided the USAFA budget update. He stated USAFA budgets have declined over the past 4 fiscal years. As a result of budgets declining, the Academy has increased its reliance on End-of-Year (EOY) funding. The Academy's focus currently is to work to restore stability to the budget and reduce the reliance on EOY funding.

The Academy anticipates the baseline budget improving in FY16 and beyond with FY15 being the low point. In FY14, USAFA received a significant infusion of money late in the fiscal year. The Academy has become increasingly reliant on EOY funding and it makes planning and executing difficult. This reliance on EOY funding forces trade-offs and priority shifts and some items are not recoverable to purchase at year-end due to time constraints.

In FY15 the Academy is starting with less funding than in FY14, however, this year the Academy has Air Staff commitment to fund the baseline, or the 'essence' of the Academy. With this knowledge, the Academy is able to mitigate trade-offs they've had to make in years past, which has enabled the Academy to better set priorities. Despite the HAF commitment, there are still challenges in funding. Overall the Air Force has budget decreases and personnel cuts still planned. These are real issues facing the Air Force and the Academy isn't immune from these AF challenges. Currently the Academy is doing an in-depth review in mission areas to understand deficits and identify potential realignments to help USAFA internally prior to going to Air Staff for additional funding.

Remaining challenges include interaction under the new AF Installation Mission Support Center (IMSC) and ensuring USAFA funds are not absorbed for other Air Force priorities. The USAFA team is working hard with Air Staff and the IMSC to ensure prevention of any unintended consequences. Maj Gen (Ret) Harris asked what office IMSC falls under - AF Materiel Command. Lt Gen Johnson added we're working to be innovative and approach these changes smartly. Brig Gen (Ret) Thornhill suggested that the IMSC Commander, Maj Gen Carter come and speak to the BoV to explain the IMSC and how it impacts the Academy. Lt Gen Cox responded they may not be ready to come to the BoV to discuss these issues because they are still figuring it out. Brig Gen (Ret) Thornhill stated that even though the Air Force doesn't have the IMSC completely figured out, that it would benefit the leaders of the IMSC to know the concerns of the BoV early in regards to the IMSC processes and funding for USAFA. Lt Gen Johnson agreed that awareness would be beneficial. Lt Gen Cox asked if this is USAFA's concern or the board's concern? Brig Gen (Ret) Thornhill responded that it's the board's concern. Lt Gen Johnson also stated that reviving the Executive Steering Group (ESG) will likely assist in bringing these funding issues forward to the key players on the HAF managing the Air Force's dollars. Brig Gen (Ret) Thornhill recommended next June as an ideal time for Maj Gen Carter to come and brief the BOV on the IMSC. She also recommended in this current budget climate it's a good time to do a scrub on the AFAAC to ensure they will obtain self-sufficiency as planned.

#### **USAFA MASTER PLAN UPDATE:**

Mr. Cruz-Gonzalez updated the BoV on various construction projects at the Academy and gave an overview of USAFA's on-going master planning efforts. The CCLD is 65% complete and making steady progress with a ribbon cutting planned for August 2015. The USAFA Master Plan is similar to installation development plans found at every base, but specially tailored for the university campus environment which can leverage endowments, public-private partnerships and other funding streams. The USAFA master plan framework starts with USAFA's essence and is driven by catalysts and investment strategies. USAFA considers concurrently facility projects, an integrated campus and higher education trends. Brig Gen (Ret) Thornhill asked if there was any risk or loss of autonomy in this process. Mr. Cruz-Gonzalez responded that this is not an issue since the Superintendent is also the Installation Commander and the planning process should remain constant with the IMSC. Brig Gen (Ret) Thornhill again cautioned that as institutions centralize, there is often a "creep" in institutional roles. She asked that the BOV be made aware if this becomes a concern. Lt Gen Johnson suggested the IMSC includes communication, transportation, and all things which keep the system running, but USAFA will keep the BoV informed on concerns with the establishment of IMSC.

A key element of the USAFA master plan includes preserving our heritage. Some of the buildings which reflect our heritage are the cadet chapel, field house, Air gardens, and the historic houses on the installation. Brig Gen (Ret) Thornhill strongly suggested that the institution needs to be proactive to restore the historic homes with the contractor or it will never get fixed. Mr. Cruz-Gonzalez, we've got a plan to hold the contractor accountable. Mr. Wiley suggested that perhaps the AOG/UE and individual classes can take these on as a class project to provide supporting funds to fix the homes.

Mr. Cruz-Gonzalez wrapped up by focusing on the plans efforts to enhance the visitor experience. In particular, relocating the visitor center will provide a visitor experience starting at the North gate. USAFA has partnered with the State of Colorado for visitor center funding through the enhanced-use lease program. The goal is to have the visitor center open by October 2018.

#### **USAFA BOARD OF VISITORS DIVERSITY PANEL OUT-BRIEFS:**

Maj Gen (Ret) Harris (briefer) Brig Gen (Ret) Thornhill, and Dr. McKiernan described their findings following a meeting with faculty and staff at the September BOV at USAFA. They described questions they asked of the group to include: what they think of when they hear diversity? The faculty and staff stated race and then females. What do you think about the diversity of the faculty? The faculty stated they think improved recruiting and culture training would be beneficial. The faculty also stated they feel the Terrazo gap is closing. However, Maj Gen Harris explained AMTs don't feel respected, especially from the cadets. They don't feel like the officers are setting the example of the value of an NCO. They feel minimized. Brig Gen Williams acknowledged this as an issue and stated to resolve this they are expanding the AMT training and working with some of the younger AOCs to see how to interact more appropriately with their AMTs to optimize each role. Brig Gen (Ret) Thornhill explained there were 4 enlisted AMTs interviewed and there was some discussion on how the enlisted fit into the Academy mission. They didn't feel the professional respect they would garner at a wing is garnered at the Academy. USAFA Command CMSgt Grindstaff explained he thinks the key issue is the AMTs feeling valued. Maj Gen (Ret) Harris stated it's important the cadets understand how important the enlisted members are to the Air Force. Brig Gen Williams emphasized there is far more interaction today of the cadets with the ABW enlisted on functions so they understand their role. Dr. McKiernan suggested that there is perhaps a problem with the AMTs due to the artificial environment. Lt Gen Johnson also used this discussion as an opportunity to articulate her support for this sub-committee construct and the valuable feedback realized from the BOV's interaction with the faculty and cadets. This takes communication and mutual respect and continual development. Brig Gen (Ret) Thornhill closed by suggesting it may be useful to interview cadets about the role of the AMT and how the cadets feel about their role.

Lt Gen (Ret) Jameson (briefer), Mr. Sandoval, and Ms. Hoppin described their Interview with cadets. They Met with 12 cadets and asked if they fully understood the advantages of being rated and how these decisions play into their Air Force careers? All cadets provided thoughtful answers as to why they were going rated and some explained their medical conditions as to why they were not qualified. A cadet who did not qualify due to height desired to go into the cyber career field. One cadet explained that he didn't desire rated, but was going into the contracting field for personal and professional desires outside of the AF. Mr. Sandoval explained that the minority intercollegiate athletes took a while to determine if they wanted to go rated and thought the airmanship programs can assist in influencing this. Lt Gen Johnson said the reinvigorated Airmanship program helps cadets get exposed early to flight experiences so cadets can make a more informed decision.

#### **USAFA CLIMATE SURVEY EXECUTIVE SUMMARY:**

Dr. Crown briefed the USAFA Climate survey. Participation this year was high compared to 2011. Mr. Sandoval asked why the significant difference in participation. Dr. Crown responded that the 2011 survey was done over the holidays and was given at a busy time for the cadets. Many cadets didn't take the survey in 2011 because it wasn't emphasized. Lt Gen Johnson expressed USAFA's frustration with over-surveying of cadets and its impact on the mission. She explained that cadets have survey fatigue and they often feel it's a lot of wasted time. Brig Gen (Ret) Thornhill suggested that the BOV receiving this briefing is "above and beyond" because this survey should be a commander's tool used for taking action. She recommended that the BOV could influence the survey issue by articulating survey fatigue and redundancy as a concern in the BoV's annual report to the SecDef. Dr. Crown agrees that survey fatigue is a real issue and the governing bodies that can request a survey attempt to take this into account. Dr. Crown continued his briefing by outlining several considerations for interpreting the results: the survey used same core questions for survey in 2011 to 2014; the whiteboard issue was hot

at the academy during this time and impacted the religious tolerance section; furloughs were on-going, and all these events likely impacted survey results. Despite these considerations, survey results the climate was stable, the majority of the respondents feel satisfied, socially accepted, welcome and safe. The majority feel comfortable expressing religious beliefs and less than 5% of cadets feel negative religious pressure. Dr. Crown stated the survey results indicated that there is still a split between Intercollegiate and non- Intercollegiate cadets. Brig Gen Williams stated it's important to note that this is an issue, but the results of the BoV focus groups showed that the Intercollegiate/Non- Intercollegiate students gap is closing. Dr. Crown wrapped up with recommendations that USAFA focus on Intercollegiate /Non- Intercollegiate differences, military grading, sexual harassment for females, and different fitness standards by gender in the cadet arena. With respect to the Faculty/Staff survey the results suggest USAFA may consider the influence of military/non-military status and USAFA alumni/non alumni status. The Survey will be administered again in collaboration with USAFA in early spring 2016.

**CLOSED SESSION:**

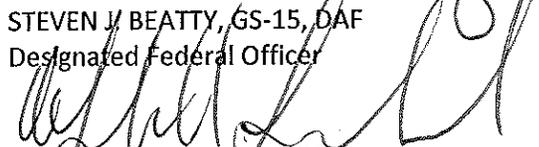
Chairman Sandoval adjourned the meeting and concluded the day's "open" proceedings. The closed session convened at 1500. The purpose of the closed session was to discuss cadet discipline, honor, and sexual assault cases. Due to the discussions involving personal information of individual cadet cases the disclosure of which would constitute a clearly unwarranted invasion of personal privacy, closure of this portion of the meeting is appropriate under 5. U.S.C S. 552b(c)(6).

**2015 SCHEDULE OF FUTURE MEETINGS**

16 March at USAFA  
10 June in D.C.  
25 September at USAFA  
11 December in D.C.

**SUMMARY OF FOLLOW-ON ACTIONS/RECOMMENDATIONS:**

Discussed BoV Chairman writing an article for the AOG on the current status of the Academy.

  
STEVEN J. BEATTY, GS-15, DAF  
Designated Federal Officer  
  
//Approved/9 June 2016//  
ALFREDO A. SANDOVAL  
Chair, USAFA Board of Visitors