

MINUTES OF THE REGULAR MEETING

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OF THE

BOARD OF VISITORS

UNITED STATES AIR FORCE ACADEMY

7 April 2017

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USAFA BOARD OF VISITORS

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

The Chairman opened the meeting of the USAFA BoV at 09:10 on Friday 7 April 2017.

ATTENDANCE

MEMBERS PRESENT:

Mr. Alfredo Sandoval (Chair)
Gen (ret) Edward Rice
Mr. Bruce Swezey
Ms. Sue Hoppin (telecom)
Lt Gen (ret) Judith Fedder
Mr. Benjamin Drew
Ms. Linda Cubero
Mr. Roel Campos
Representative Doug Lamborn (R-CO)

MEMBERS NOT IN ATTENDANCE:

Senator Mazie Hirono (D-HI)
Senator Cory Gardner (R-CO)
Senator Jerry Moran (R-KS)
Senator Tom Udall (D-NM)
Representative Martha McSally (R-AZ)
Representative Jared Polis (D-CO)
Representative Nicola Tsongas (D-MA)

AIR FORCE SENIOR STAFF:

Mr. Jeffrey Mayo, SAF/MRM
Mr. Jackie Tillery, SAF/MRM BoV Designated Federal Officer (DFO)
Maj Charlie Toth, SAF/LL

USAFA SENIOR STAFF:

Lt Gen Michelle Johnson, Superintendent
Brig Gen Andrew Armacost, Dean of the Faculty
Col John Price, Commander Commandant of Cadets
Col Kathleen Flarity, Director, Sexual Assault Prevention and Response
Col David Kuenzli, Director, Operations and Analysis
Col Dave Harris, Vice Superintendent
Col Troy Dunn, Commander, 10th ABW
Col Carolyn Benyshek, Director, Admissions
Lt Col Jennifer Russell, Deputy Commander, USAFA Preparatory School
Lt Col Michael Jacobson, Airfield Liaison Officer, 306 FTG
Lt Col Ernest Csoma, Director, Commander's Action Group
Lt Col Steven Strain, Director, Financial Management and Comptroller
Chief Robert Boyer, Command Chief Master Sergeant, USAFA
Mr. Jim Knowlton, Director of Athletics
Ms. Gail Colvin, Director of Staff

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Ms. Susan Bowman; Associate General Counsel, USAFA Business Matters
Mr. Dale Hogue, Director, Manpower, Personnel, and Services
Ms. Yvonne Roland, Chief, Culture, Climate, and Diversity
Ms. Kimberly Tebrugge, Director of Communications
Mr. Carlos Cruz-Gonzalez, Director of Installations
Lt Col Timothy Herritage, Director, Public Affairs
Mr. Craig Seeber, Deputy Director, Plans, Programs, and Requirements
Col Gerald Szybist, Inspector General
Lt Col Sara Swart, Deputy Staff Judge Advocate

BoV EXECUTIVE SECRETARY:

Maj James Kuchta, AF/A1P

OTHER ATTENDEES:

Col John Garver, USAFA National Capital Region Liaison
Mr. Dave Williams, Senator Tom Udall (D-NM) Staff
Mr. Lee Colburn, Representative Doug Lamborn (R-CO) Staff
Ms. J.C. Shoemaker, Representative Polis (D-CO) Staff
Mr. Stuart Feinhor, Representative Polis (D-CO) Staff
Ms. Nicole Frazier, Representative Gardner (R-CO) Staff
Maj Hope Klukovich, Deputy Director, Commander's Action Group

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OPENING COMMENTS FROM the DFO and BoV Chair: Mr Sandoval and Mr Tillery

Mr Tillery, the DFO made opening remarks and discussed the BoV rules related to the Federal Advisory Committee Act. He introduced his team and notified the board of no submissions for a public docket. He also noted that this would be Mr. Sandoval's last BoV meeting and he had served with distinction and honor. Lt Gen Johnson thanked Mr. Sandoval for his years of service and leadership to the board.

Mr. Sandoval opened the session at 09:10 am. He welcomed everyone and introduced the BoV members present, to include the new members. Mr. Sandoval spoke of the immersion held for the new BoV members the day prior and mentioned the improvement of the USAF Academy facilities from previous visits. Mr. Sandoval provided an overview of the day's agenda, and then reflected on his service to the BoV. He commented that the state of the USAF Academy is strong, it is heading in the right direction, and the leadership has been impeccable. Mr. Sandoval then turned the meeting over to Lt Gen Johnson for the Superintendent's update.

SUPERINTENDENT'S UPDATE: Lt Gen Johnson

Lt Gen Johnson started her opening remarks by highlighting some of USAFA's institutional accomplishments since January 2017. Key highlights included hosting the Military Service Academy Sexual Assault Prevention Summit, cadets participating in the Presidential Inauguration Parade, the annual USAFA research awards ceremony attended by Gen Lori Robinson and Colorado Springs Mayor John Suthers, the Academy's CyberWorx initial operational capability (IOC) announcement, and Lt Gen Johnson's attendance as a guest speaker at the annual South by Southwest conference in March. Her remarks focused on the Academy's sexual assault prevention and response programs within the context of culture and climate.

Lt Gen Johnson then discussed the Academy's trajectory. The Superintendent's focus areas for academic year (AY) 2016-2017 revolve around four major initiatives:

- Sustain and develop the faculty
- Modernizing and integrating USAFA's IT platform in order to advance the curriculum
- Long-term budget and manpower stability
- Deliberate, consistent engagement with our external and internal stakeholders

Lt Gen Johnson stressed that USAFA will need continued support from Air Staff to help meet these initiatives. Particular areas that USAFA will need support from Air Staff include:

- 90 military to civilian conversions to enable long term continuity, and ease the burden on AFPC and the developmental teams for hard to fill military positions
- 68 manpower shortfalls to ensure compliance with policy and statutory requirements, cadet safety, accreditation, meet emerging AF needs in space, RPA and D&I initiatives,

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innovation and strategic communications, and administrative support at the USAFA Preparatory School

- 152 new advanced academic degree quotas beginning with FY18
- MILCON for Cyberworx beginning in FY19

Next, the Superintendent discussed the DoD's 2016 Service Academy Gender Relations Survey (SAGR) (completed every 2 years) and the SH&V report (completed every year). Every other year and starting in 2017, the DoD will send a focus group to USAFA to speak with cadets regarding culture and climate. On alternative years, the DoD will send out an anonymous survey. The purpose of this survey is to gain insight about the experiences of cadets regarding the spectrum of harm throughout the year. This covers the range of unwanted sexual behaviors ranging from unwanted touching to rape. The AY 2015/16 SH&V revealed 32 total cadet reports of sexual assault across the range of unwanted behaviors (from unwanted touching to rape). Lt Gen Johnson stated that 38% (or approximately 12) of the reports occurred prior to military service. USAFA believes that this is an extremely valuable data point. Early identification of these issues demonstrates the effectiveness of our educational prevention training and the high level of trust and awareness each cadet has about the USAFA network of support.

There are also several positive trends reflected in the report:

- USAFA rates of unwanted sexual contact (USC) are lower than civilian Universities and colleges per the recent Association of American Universities (AAU) Report:
 - AAU: 11% – 17 %, USAFA: 3% - 3.8
- Cadets are significantly more willing to seek help from the chain of command compared to the 2014 SAGR report
- There is an increased perception that USAFA cadet leaders enforce rules and standards when it comes to dealing with these instances
- Sexual assault and prevention training has improved and cadets rated training as more effective compared to the 2014 SAGR report

Lt Gen Johnson also highlighted that based on the SAGR survey 40% of Air Force Academy female cadets said that they had handled and resolved unwanted sexual contact situations themselves. Moving forward, the Academy's focus remains on cultivating an inclusive climate of respect. This encompasses a welcoming, accepting, and affirming environment for all cadets and staff to leverage leveraging everyone's unique traits. As such, eliminating sexual harassment and sexual assault across the continuum of harm remains a top institutional priority.

USAFA Prevention Programs: Dr. Dickman

Dr. Dickman began her brief by articulating the current and future states of the USAF Academy's sexual assault and prevention programs. The Academy's focus is on quality over

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quantity: evidence-based research and data to determine the effectiveness of our programs. Our approach is centered on three initiatives:

- Focus on Prevention
- Addressing risk behaviors
- Evaluating the processes used to combat sexual assault

Dr. Dickman stated that the Air Force Academy is focusing on four researched and evidence-based areas to address these targeted measures:

- Cadet Healthy Interpersonal Skills (CHiPs): prevention of multiple problem behaviors
- Green Dot Bystander intervention
 - Proven to impact sexual violence at college campuses
 - Green Dot developers have adapted their program for the military academy culture
 - Results can be accessed and measures for students with four years of training
- Healthy relationships training (Athletic department)
 - Uses question based instruction for small groups of athletes Discussions are conducted for each of the athletic teams
- Reporting
 - Increased reporting is a goal of the DoD
 - USAFA instances of sexual assault reports are higher than that of non-military peers
 - Technology is a viable option to increase sexual assault reporting

The SAGR survey showed cadets are more comfortable now with their permanent party leadership and are more willing to talk with them and/or ask for help than in previous surveys. The survey also indicated that the Academy should more work with leaders in the cadet wing to address sexual assault. As a result, the Academy will focus more on giving cadet leaders the knowledge and skills to address sexual assault prevention and response and sexual harassment.

USAFA Strategic Goal: Strengthen USAFA's Communication and reputation: Ms. Kimberly Tebrugge

Ms. Tebrugge thanked the BoV for their assistance in strengthening USAFA communications because of conversations at previous board meetings. She discussed the November Marketing and Communication symposium. This event drew 200 senior leaders and communicators with industry and marketing expertise to discuss the Academy's brand.

Ms. Tebrugge highlighted several new internal and external communications resources developed by USAFA. The new marketing division that will be working closely with the Admissions and the Athletic departments to ensure the Academy has one voice and one message. On 22 Mar 17, USAFA launched a new website at the State of USAFA event which contain

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many resources, to include Lt Gen Johnson's entire State of USAFA's address. It will also allow users to navigate through a digital experience of USAFA. Since its launch, the site has attracted more than 23,000 visitors who have visited more than 100,000 pages. The website is the beginning of USAFA's digital marketing launch.

Ms. Tebrugge then spoke about USAFA's focus on internal communication. The Academy Connection is a product the Communications office created this year. The Communications office sends the link out across USAFA to internal permanent party and cadet members' .mil and .edu email accounts every two weeks. This approach helps consolidate announcements and other information into one source promoting the Academy's brand, with a focus on the cadets.

Lt Gen Johnson closed the session by stating that the Academy strives to be a team and "what is good for the Air Force is good for USAFA". Her vision is that those outside of the Air Force Academy may see the team concept the Academy is implementing.

STATUS OF USAFA CADET WING: Col Price

Col Price began his update by highlighting the annual fourth-class cadet recognition event and its evolution over the last four years. Areas of improvement include more purposeful training, and greater participation by the upper classes and permanent party and staff.

Col Price also highlighter the newly implemented Cadet Assessment. The focus is on individual cadet competencies required for ascension to the next class level or commissioning. The purpose is to provide a capstone event for all USAFA cadets assessing their ability to demonstrate the appropriate level of proficiency and skill to ensure they are ready for the next challenge.

Col Price presented data showing 73 misconduct and 33 violation cases pertaining to the honor code for the 2016-2017 academic year. Most of the honor cases is a result of peer or self-reporting; meaning cadets are owning the process. This is a central part of the cadet experience and is doing well. A summary of the reported discipline cases as of 15 March 2017 consist of 26 alcohol related incidents and 61 non-alcoholic related incidents. The overall percentage of cadets with disciplinary issues is under 2% of the population. The data trends in a positive direction due to rates of disciplinary issues decreasing compared to previous years.

Col Price closed by highlighting the Academy's top-notch pool of cadet talent and leadership. The Academy has been working hard to ensure cadet leadership reflects diversity and has been focusing efforts to include cadet athletes in the cadet wing leadership.

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Capital Projects/Construction Update:

Mr. Cruz-Gonzalez (USAFA/A7) provided a comprehensive facilities update centered on the five investment principles in the USAFA Master Plan:

- Securing the installation
- Protecting previous investments
- Improving key academic and training functions
- Transforming the visitor experience
- Enhancing revenue-generating capabilities

Facility projects come from multiple funding sources, including sustainment, restoration, and modernization (SMR), military construction (MILCON), non-appropriated funds (NAF), third party donations and gifts, and medical funds. Many of the Academy's facilities are over 50 years old requiring a deliberate and focused effort to maintain our status as a world-class institution and exemplary installation.

Graduate Assessment Update: Col Kuenzli

Col Kuenzli presented the USAF Academy's institutional assessment update against the Academy's strategic goals:

- Focus character and leadership efforts
- Produce highly educated and trained officers
- Strengthen communication and reputation of the institution
- Enhance diversity
- Develop and motivate the work force
- Build and maintain strategic partnerships

Assessment of each of these goals is in various stages of maturity. The Academy has taken steps to strengthen their institutional process to mature this capability.

Col Kuenzli discussed the status of faculty diversity. He explained that there are a few factors hampering efforts to increase faculty diversity. One factor is the low faculty turn-over. Another factor is that the recent hiring freeze has prevented the hiring of new employees. The Academy has been proactive and has taken actions to adopt best practices in diversity hiring. There is less influence over the military faculty because of the military assignment structure.

USAFA Admissions Process Deep Dive: Col Benyshek

Col Benyshek provided an overview of the Academy's admission process and discussed important factors for an Academy appointment. The applicant pool consists of students from the K-12 public school system that vary according to individual backgrounds, perspectives, abilities, degree of college preparation, and socio-economic status. The Academy's admission

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requirements are structured by U.S. Code 10. Under the code, geographic diversity is required so that congressional districts, states and territories have the opportunity for representation. No other U.S. college or university has the same mandate.

Col Benyshek discussed the importance of preparatory schools. Preparatory School allow a bridge to college access, add a year of maturity, level the academy playing field, and enhance the overall knowledge of the Military Service Academies. Attending a Preparatory School does not guarantee an appointment to the USAF Academy.

Col Benyshek discussed the barriers for earning a USAF Academy appointment. A lack of a nomination may be the result of not garnering the highest rating in their respective categories, prior or current drug and alcohol abuse, misconduct, or lack of appropriate fitness levels. The Admissions office has made a concerted effort to improving outreach to underrepresented districts. The definition of an underrepresented district is those having less than four USAF Academy cadets represented. This effort by the Admissions office has reduced the overall number of underrepresented districts from 108 to 74 within the last 3 years.

CHAIRMAN'S FORUM: Mr. Alfredo Sandoval

Mr. Sandoval expressed appreciation to the USAF Academy, BoV meeting presenters, and all those involved in the preparation for the BoV meeting. There were no additional action items addressed, therefore the BoV meeting was adjourned at 1410.


JAMES L. KUCHTA, Maj, USAF
Executive Secretary


ALFREDO A. SANDOVAL
Chair, USAFA Board of Visitors