

MINUTES OF THE REGULAR MEETING

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OF THE

BOARD OF VISITORS

UNITED STATES AIR FORCE ACADEMY

8 December 2016

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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 08:48 on Thursday 8 December 2016.

ATTENDANCE

MEMBERS PRESENT:

Mr. Alfredo Sandoval (Chair)
Ms. Sue Hoppin
Mr. Alvin Drew
Ms. Linda Garcia Cubero
Senator Cory Gardner (R- CO)
Representative Doug Lamborn (R-CO)
Representative Martha McSally (R-AZ)
Representative Jared Polis (D-CO)
Representative Niki Tsongas (D-MA)
Senator Tom Udall (D-NM)
Senator Jerry Moran (R-KS)

MEMBERS NOT IN ATTENDANCE:

Senator Mazie Hirono (D-HI)

AIR FORCE SENIOR STAFF:

Mr. Gabriel Camarillo, SAF/MR
Mr. Jeffrey Mayo, SAF/MRM
Mr. Jackie Tillery, SAF/MRM BoV Designated Federal Officer (DFO)

USAFA SENIOR STAFF:

Lt Gen Michelle Johnson, Superintendent
Brig Gen Stephen Williams, Commandant of Cadets
Brig Gen Andrew Armacost; Dean of the Faculty
Col Jeff Collins; Director, AF Cyberworx
Col David Kuenzli; Director, Operations and Analysis
Dr. Steve Jones; Senior Associate Dean
Lt Col Ernie Csoma; Director, Commander's Action Group
Capt Raymond Roe; Aide-de-Camp to the Superintendent
Capt Bryce Luken; Instructor, Dept of Management
Mr. Jim Knowlton; Director of Athletics
Ms. Gail Colvin; Director of Staff
Ms. Susan Bowman; Associate General Counsel USAFA Business Matters
Ms. Kimberly Tebrugee; Director of Communications

BoV EXECUTIVE SECRETARY:

Maj James Kuchta, AF/A1P
Ms. Stacey McCoy, SAF/MRM

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OTHER ATTENDEES:

Ms. Jean Love, SAF, MRM

Col John Garver, USAFA National Capital Region Liaison

Ms. Kristen Garcia (Guest of Member)

Ms. Mara Smith (Guest of Member)

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

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

Mr. Sandoval opened the session at 08:48 am- introduced Lt Gen Johnson and welcomed the Congressional members present. The last scheduled BoV meeting was rescheduled due to the election therefore there weren't any minutes to approve. Mr. Sandoval mentioned the next BoV meeting scheduled for late March/early April will be held at USAFA as well as the meeting in July 2017. The recommendation to the board was to move to 3 meetings for calendar year 2017. Mr. Sandoval then provided an overview of the meetings schedule and turned it over to Lt Gen Johnson for the Superintendent's update.

SUPERINTENDENT'S UPDATE: Lt Gen Johnson

Lt Gen Johnson provided opening remarks and thanked Mr. Camarillo, Mr. Mayo and the Air Force staff for their attendance prior to her brief. Lt Gen Johnson gave an overview of USAFA's annual happenings, to include notable DV visits, discussions with the Big-12 Conference for potential membership, the Nov 2016 Communications and Marketing Symposium, honorable mention from the NCAA and MOAA (Minority Opportunity Athletic Association) as one of the top programs in the nation for diversity and inclusion initiatives, and the return of the Commander in Chief's Trophy for the 2016 Annual Service Academy Football Competition.

Lt Gen Johnson began with a summary of USAFA's trajectory. The Superintendent's focus areas for academic year (AY) 2016/2017 revolve around four major initiatives:

- Accelerating USAFA's IT modernization
- Replace our home grown cadet life cycle management system with new commercial, off the shelf product software, enabling a more modern and flexible schedule of calls – key to our curriculum modernization & integration
- Greater alignment with our external 501(c)3 supporters.

Next, the Superintendent discussed the upcoming Sexual Harassment & Violence report for AY 2015/2016. During AY 2015/16, there were 32 total cadet reports of sexual assault across a range of unwanted behaviors (from unwanted touching to rape). Significantly, 38% (~12) of the reports were prior to military service. USAFA believes that this is an extremely valuable data point: this early identification demonstrates effectiveness of our early education and cadets' high level of trust and awareness of USAFA safety support network.

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The Superintendent also discussed the preliminary results of the 2016 DoD's Service Academy Gender Relations Survey (done every 2 years). The preliminary data from the survey indicates a small (0.5%) increase in the estimated prevalence of Unwanted Sexual Contact (USC) from 2014 to 2016. The initial indication is that there are also several positive data points in the report:

- USAFA rates of USC are lower than civilian Universities and colleges per the Association of American Universities (AAU) Report (AAU – 11%, USAFA – 3%)
- Cadets are significantly more willing to seek help from chain of command compared to 2014
- Increased perception that cadet leaders enforce rules
- Training has improved – cadets rate training as more effective compared to the 2014 survey

USAFA's primary focus remains cultivating an inclusive climate of respect -- to be welcoming, accepting, and affirming of all cadets and staff, and to cultivate personal engagement so that all members' unique traits are leveraged to the fullest extent. As such, eliminating sexual harassment and sexual assault across the continuum of harm remains a top institutional priority.

Lt Gen Johnson also provided an update USAFA's faculty diversity and sustainment efforts.

- Revitalizing our faculty pipeline: USAFA is working with Air Staff to restore our required quotas (116) advanced academic degrees (AADs) to maintain USAFA's faculty pipeline.
- In addition, USAFA also ID'd 24 military faculty positions they would like to convert to civilian positions – areas where the AF does not have a deep pool of AADs for faculty positions; unfortunately this requirement was zeroed out in last year's POM because of the AF-wide hiring freeze.. Currently USAFA is at 70% military and 30% civilian on the faculty.

Lt Gen Johnson also noted her discussion with the Vice Chief of Staff of the Air Force during the Executive Steering Group on the cadet wings end strength. The budget realities from a few years ago forced the AF to make some tough choices with regards to its foundational programs; as a result, the cadet wing was cut from 4400 to 4000 to allow the AF the refocus on other urgent requirements. The discussion to bring the cadet wing back to 4400 will be a long term dialogue as the AF leverages the Academy to reach the widest possible pool of candidates.

An element of this outreach is USAFA's cadet programs. Currently, USAFA brings in 300-600 high school students with the summer program to introduce them to the academy. However, USAFA doesn't have the staff necessary to support the summer programs at the level

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that USMA and USNA do. Through their Endowment programs, Army and Navy's summer program generally brings in over 2,000 to 2,400 potential cadets.

Part of USAFA's diversity effort is to ensure that we are enabling every cadet to reach their full potential. USAFA's attrition and retention is trending higher than the other two service academies. During a visit to the US Military Academy and the US Naval Academy, Col Kuenzli, Head of USAFA Operations and Analysis (A3), spoke with experts in many different areas to determine what they were in fact doing differently to maintain retention of their trainees:

USAFA generally tends to lose a large number of cadets during basic training. The differences between USAFA and the other academies seem to be the overall philosophy of going into basic training. The other academies have started to refocus on the cadre's development more than just basic development. They concentrate on bringing in quality candidates and keeping them through the basic training phase. The Naval Academy has implemented a mechanical system that doesn't allow the candidates to leave before a certain number of days. They also bring in counselors, upper classmen and coaches prior to allowing a trainee to leave basic training to give them a chance to work through their issues opposed to just leaving. USAFA will continue to examine our approach to the entire curriculum (military, academics and athletics), and its culture and climate to ensure we continue to attract and retain the best possible talent across our nation.

Lt Gen Johnson discussed innovation and integration along with the efforts taken to operationalize AFAAC and connect further with the community. These efforts included hosting a National Tiny House Jamboree which resulted in 15K people and over \$2M in free advertising, holding a Tim McGraw concert which generated 23K attendees and helped the Force Support Squadron profit over \$30K in revenue and a free Brad Paisley concert was given on USAFA's parade grounds.

In October the AF held a high level working group on issues that will enable AFAAC to succeed and operate as a productive partner to USAFA. Discussion topics included approval authority for Master Commercial Real Estate Lease & Licenses, No-Cost Trademark Contract to allow AFAAC the authority to use USAFA Brand and collect money directly from the proceeds, and Commercial Sponsorship Policy to give AFAAC the authority, along with left and right boundaries, to enter into commercial sponsorship compatible with USAFA's Mission. USAFA is working to have processes in these areas by Jan 2017.

Further discussion highlighted the possibility of increased mentoring for USAFA cadets from previous USAFA alumni. Lt Gen Johnson agreed that those mentorships are valuable as long as they are in line with the USAFA's and our nation's values. Mr. Alvin Drew then recommended that operational Air Force Lieutenants and Captains be used as mentors considering they are closer to the current cadet's generation and their experiences may be

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similar. BG Williams mentioned that the USAFA has seven affinity clubs that are used for continued mentorship connections.

Lt Gen Johnson also provided an update on the Endowment and Association of Graduates efforts to move to a single CEO construct. This effort is owned by these two organizations – however, USAFA is closely monitoring progress as it has direct implications to USAFA as well.

Lastly, Ms. Yvonne Roland has been selected as USAFA's Chief Diversity Officer and will be joining the team at the end of January 2017. Ms. Roland brings 13 years of experience within higher education and has experience with the development of diversity plans and operationalizing them so she will be a great addition to the USAFA team and help assist in some of the discussed issues.

STATUS OF USAFA CADET WING: Brig Gen Williams

Brig Gen Williams briefed that there were 121 cases of honor code misconduct this year and 68 violation cases between the 2015-2016 academic year. As of 27 October 2016, there have been 4 violations and 30 honor cases reported, 19 of the honor cases were for lying. Honor cases and violations seem to spike around finals when the cadets are experiencing pressure and the stress to perform. Of the documented cases, cheating tends to be about two-thirds of the incidents overall. Reported discipline cases as of 25 October 2016, are 12 alcohol related incidents and 31 non-alcoholic related incidents. Alcohol cases are lower as of now, but unfortunately these types of cases tend to happen in large groups and until the end of the year this number of cases isn't the final reporting number for USAFA.

Brig Gen Williams also highlighted several phenomenal USAFA cadets and athletic superstars. He mentioned that these types of individuals and their outstanding efforts are more common at USAFA than at state universities. The 2016 Commandants Challenge was a total success and enhanced cohesion and overall morale. Lastly, the spring 2017 Cadet Leadership and Wing Leadership Top 12 were announced.

DEAN OF FACULTY UPDATE: Brig Gen Andy Armacost

Brig Gen Armacost introduced Col Jeff Collins to give the first of three briefings, the first of which highlighted how the Academy is enhancing their agility in Cyber through Cyberworx. Cyberworx is an Air Force level cyber center that supports the whole Air Force enterprise. He spoke of two ground-breaking projects that have come to fruition out of the Academy's research department. The Fast Rope was a project by cadets to get troops out of an aircraft and on the ground quicker. The second project spoken about was the Neurogroove initiative. It is a computer based project that enables a modern wheelchair to be controlled with a pair of head mounted Recon-Jet glasses.

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Col Collins also spoke about how Cyberworx accelerates operational advantages by moving to a simpler, more intuitive and agile Air Force created by Airmen innovators. He emphasized the importance of increased diversity of cyber forces through collaboration between the military and industry. A key aspect of this effort is the capacity for 10 simultaneous projects through a public/private endeavor of a \$50M state of the art facility. USAFA has asked the Air Force to consider restoring the \$23M MILCON insert for Cyberworx in the FY19 POM to align with current manpower inserts and enable the Academy to remain at the cutting edge of cyber.

Mr. Sandoval added the importance of the Academy to look West for partnership with Silicon Valley for technology, money and support.

Capt Bryce Luken was then introduced and spoke about innovative opportunities and how cadets are engaging with the local community. He described how the cadets need to understand the importance of delivering novel solutions to real-world problems. He spoke about the three sources of innovative opportunities, cadet research, external partnership and cadet ideas. Capt. Luken then discussed about fostering student growth by engaging with the Colorado ecosystem and the start-up community.

Dr Steve Jones then stepped up and briefed changes to the Academy core curriculum. The revisions are scheduled to roll out next Fall for the Class of 2021. The changes are driven by curriculum modernization and integration in a way to make the curriculum better than it is today. The curriculum change began with concept on the question of what characteristics do Academy graduates ought to have and then, how can we get there. He discussed how skills such as communication, critical thinking and leadership are the most important things cadets need to learn. In order to do this, Dr. Jones discussed that there was a need to foster greater integration between courses and programs to develop higher-order outcomes with those three skills.

DIRECTORATE OF ATHLETICS UPDATE: Mr. Jim Knowlton

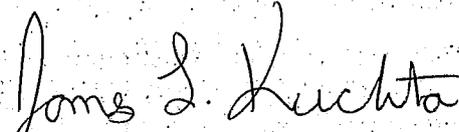
Mr. Jim Knowlton briefed on the status of the Academy athletic department. He covered his engagement from earlier in the day at DACOWITS where he spoke about SecAF's visit to the Academy to review the boxing curriculum and their inclusion of women in the course. The focus of PE 110 is not to develop skilled boxers, but to afford every cadet the same opportunity to face and overcome adversity, develop resiliency, and learn to maintain composure under pressure in a safe training environment.

He also highlighted the Academy's 52 All-Americans, USAFA's 12 Coach of the Year awards, 5 conference championships and their 2 Olympians. He spoke about the Academy playing in the Arizona bowl and that 17,000 dollars in tickets have been donated for active duty Airmen. He spoke the Air Force football team playing New Mexico in the Cotton Bowl and the Academy's ability to send an additional 500 cadets to accompany the team. He finished up by summarizing the upgrades to the athletic facilities and plans for future upgrades.

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CHAIRMAN'S FORUM: Mr. Alfredo Sandoval

Mr. Sandoval expressed appreciation to USAFA, briefers, and all involved in BoV meeting. He mentioned having the next BoV meeting in late March/early April at USAFA, as well as the summer meeting at USAFA so the new members can see the summer programs and then back to Washington D.C. for the November 2017 BoV. There were not any action items to be discussed therefore the BoV meeting was adjourned at 2:31pm.


JAMES L. KUCHTA, Maj, USAF
Executive Secretary

ALFREDO A. SANDOVAL
Chair, USAFA Board of Visitors