

MINUTES OF THE REGULAR MEETING

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OF THE

BOARD OF VISITORS

UNITED STATES AIR FORCE ACADEMY

28 July 2017

MINUTES OF THE REGULAR MEETING

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 9:06 a.m. on Friday 28 July 2017.

ATTENDANCE

MEMBERS PRESENT:

Gen (ret) Edward Rice (Chair)
Ms. Sue Hoppin (Vice Chair)
Lt Gen (ret) Judith Fedder
Col (ret) Benjamin Drew
Lt Col (ret) Bruce Swezey
Ms. Linda Cubero

MEMBERS NOT IN ATTENDANCE:

Senator Cory Gardner
Congressman Doug Lamborn
Senator Tom Udall (D-NM)
Mr. Roel Campos
Sen Mazie Hirono
Rep Martha McSally
Sen Jerry Moran
Rep Jared Polis

AIR FORCE SENIOR STAFF:

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

USAFA SENIOR STAFF:

Lt Gen Michelle Johnson, Superintendent
Brig Gen Andrew Armacost, Dean of the Faculty
Col John Price, Deputy Commander, Commandant of Cadets
Col David Kuenzli, Director, Operations and Analysis
Col Dave Harris, Vice Superintendent
Col Arthur Primas, Director, Admissions
Mr. Larry Jones, Deputy Director, Admissions
Lt Col Jennifer Russell, Deputy Commander, USAFA Preparatory School
Col Dale Hetke, Commander, 306 Flying Training Group
Lt Col Dan Finkelstein; Director, Commander's Action Group
Lt Col Christopher Carroll, 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
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

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Ms. Kimberly Tebrugge, Director of Strategic Communications
Lt Col Timothy Herritage, Director, Public Affairs
Col Dawn Zoldi, Staff Judge Advocate
Dr. John Abbatiello, Chief, Research, Integration and Assessment Division
Dr. David LaRivee, Director, Pathways to Excellence
CMSgt Dan Bouchee, Senior Enlisted Advisor to Commandant of Cadets

BoV EXECUTIVE SECRETARY:

Capt Natalie Campos, SAF/MRM

OTHER ATTENDEES:

Maj Gen Silveria, Deputy Commander, USCENTOM
CMSgt Lisa Buckman, 10 ABW/CCC
Col John Garver, USAFA National Capital Region Liaison
Ms. Jean Love, Assistant Deputy, Compensation & Civilian Personnel Policy Force Management
Mr. David Williams, Senator Tom Udall (D-NM) Staff
Ms. Samantha (Sam) Gunther, Representative Senator Gardner (R-CO) Staff
Mr. Matt Groves, Representative Doug Lamborn (R-CO) Staff
Capt Chris Brown, Commander's Action Group

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Opening comments from the DFO and BoV Chair: Gen Rice and Mr. Tillery

Mr. Tillery, the DFO, made his opening remarks discussing the agenda and detailed briefings for the day. Mr. Tillery congratulated Gen Rice on his position as the BoV chair and then congratulated Lt Gen Johnson on her upcoming retirement. Mr. Tillery reiterated that the BoV is a public meeting and as such, everything is recorded and published for the public. Finally, Mr. Tillery introduced additional BoV staff members and members representing Congressional offices; Lt Col Charlie Toth from SAF/LL, Ms. Jean Love from SAF/MRM, and Capt Natalie Campos from SAF/MRM who is recording notes for the BoV minutes. Congressional offices representatives then introduced themselves: Mr. David Williams, representing Senator Tom Udall from New Mexico, Mr. Matt Groves representing Doug Lamborn from Colorado, and Ms. Sam Gunther from Senator Gardner's office from Colorado Springs. Finally, reporters were introduced: Mr. Tom Rhoder, from the Colorado Springs Gazette and Mr. Jeff Holquist from the Associates of Graduates. Mr. Tillery then congratulates Lt Gen Johnson for her leadership and to Gen Rice for his position as BoV Chair before turning the BoV over to Gen Rice.

Gen Rice thanked Mr. Tillery and officially called the BoV to order at 9:09 a.m. Gen Rice's first order of business was to circulate the minutes from the April BoV with all of the members to ensure they had a chance to review them and ask any questions if needed; shortly following, all board members approved the minutes. Gen Rice then briefed the BoV members' trip to Jacks Valley the day prior and touched on the top-notch summer programs they witnessed including ESET and BCT. Gen Rice stated he had not been out to Jacks Valley since he was Cadre as a USAFA Cadet; he was pleased to see the changes in the programs and appreciates the leadership opportunity for the cadets to lead in an obstructive way. He said this is another great opportunity for the BoV members to see USAFA and what they do today. Gen Rice briefly discussed how USAFA leadership reports to the CSAF and the SecAF on why and how certain things are being done here; HAF leadership continues to be impressed with the officers produced here. He then turns over to Lt Gen Johnson the Superintendent's update.

Superintendent's Update: Lt Gen Johnson

Lt Gen Johnson thanked everyone for being here and thanked the BoV members for joining USAFA leadership for this great opportunity. She then introduced her teammates (listed in "attendance") and introduced the upcoming Superintendent effective 10 August, Maj Gen Silveria. Lt Gen Johnson stated the importance of continuity and Maj Gen Silveria's attendance here today will be beneficial along the way.

Lt Gen Johnson then reiterated since the previous BoV, a lot has been going on at USAFA and she touched on the below subjects:

- Accomplishments

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- USAFA's Operations Research Program wins Smith Prize for Research of Excellence
- Academy grad arrives at International Space Station
- Academy cadets compete in UAS "SWARM" competition in California
- USAFA won 10 football games and the football team received the CINC Trophy on 2 May 2017
- USAFA Cadet C1C Haley and Ryan Burg created a gel which changes state to a solid and is ideal for body armor and can stop a bullet from a 44 magnum; overall improvement to body armor technology
- Cadets perform on American's Got Talent 13 June; next performance on 8 August
- June 2017 – Academy teams up with NASCAR (Richard Petty Motorsports) for 6 week-long summer internships
- 29 June, 1,198 cadets at Doolittle Hall in-process (Class of 2021)
- 30 June, Col Shawn Campbell takes command of the 10th Air Base Wing
- July 2017 – 2 Major Inspections the last 3 weeks; DoD SAPRO & ODMEIO Site Assessment and the AF Inspection Agency Continual Evaluation
 - DoD SAPRO/ODMEIO Site Assessment – This site assessment essentially went through all helping agencies throughout USAFA; TESA (downtown personal violence center), Mental Health and UCCS who USAFA partners with, Peak Performance Center, Chaplains, Special Victims Counsel, Legal Office. This assessment is important because it has us focus on not only response but also how we get to prevention. The full report of this inspection will be available in January (annual report).
 - AF Inspection Agency Continual Evaluation – This inspection looks over the "nuts and bolts" of how all organizations in USAFA works and their processes.
- Key Personnel Updates
 - On 15 May 2017, Brig Gen Kristin Goodwin assumes command of the Cadet Wing; commands the 4,000-cadet wing and staff of more than 200 personnel. She is also a '93 USAFA graduate, was on the Wings of Blue Team and played soccer.
- Graduation
 - Demographics:
 - 979 cadets graduated from USAFA 24 May 2017. Lt Gen Johnson stated they were very honored to have Gen Dunford, the 19th Chairman of the Joint Chiefs of Staff state he is very impressed with the production of our leaders out of USAFA.
 1. 753 Males, 226 Females, 14 International Cadets (the International Cadets graduate but do not commission)
 - How did they do?
 - 100 Distinguished Graduates, 99 Military Distinction, 102 Academic Distinction, 100 Athletic Distinction
 - Where are they going?
 1. 480 Rated, 499 Non-Rated, 19 Cross Commissions (7 Army, 4 Marines, 8 Navy)

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- State of USAFA
 - Trajectory
 - Lt Gen Johnson stated that USAFA is in a climb and she broke down the state of USAFA into four categories:
 1. Curriculum – Academics, Military Training, Athletics, Character & Leadership
 2. Infrastructure – Facilities, Funding, Recapitalization, IT
 3. Personnel – Faculty Sustainment, Talent Management, Mil/Civ Conversion
 4. Climate/Culture – SAPR, Diversity, Attrition, Accountability
 - These four categories listed above lead to a “Gateway” to “USAFA of the Future”
 1. Modern Scheduled Platform
 2. Strategic Partners
 3. Corporate Process
 4. Strategic Plan
 5. Implement
 6. Process
 - USAFA of the Future
 - State of the art fully integrated institution of higher education, military training, and athletic achievement, grounded in character and leadership
 - Way forward for USAFA / Non-profits and the Capital Campaign
 - Lt Gen Johnson discussed the timeline in the Customer Resource Management (CRM) platform selection process and the board discussed the importance of having some mechanism in place to align the efforts of the non-profits in the midst of a capital campaign to ensure a more successful effort. Note* The Board has been discussing the importance of a comprehensive CRM platform for the Academy for several years now.
 - Wounded Warrior Games will be held at the Academy in 2018; Lt Gen Johnson noted this would be a great time to highlight the Academy and the Air Force as well as bring in potential partners to Colorado Springs. The Board encouraged the Academy to reach out to graduates who already working with the Warrior Games and sponsoring organizations who could help with the effort and get them involved early on as force multipliers.

Lt Gen Johnson ends her update by thanking everyone that has been there during her term at USAFA. After coming back 40 years later from being a USAFA cadet, this has been the most rewarding assignment for her. Lt Gen Johnson feels USAFA has made great progress and she says thank you to all of the organizations that have helped making USAFA grow. Lt Gen Johnson thanked all of the Board of Visitors members for being here and for their passion and interested in USAFA. Lt Gen Johnson ends by saying thank you once again for all of the hard work and it has been a true privilege to be the Superintendent.

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Strategic Communication – Ms. Tebrugge

Ms. Tebrugge started by introducing their brand effort to “attract” more than any university can do. Ms. Tebrugge heightened the opportunity to have a chance to own whom USAFA is and how we can relate to one another. Additionally, this effort will show how we stand out above other universities. Not only is USAFA focused on their brand study/product, but they would like visitors to understand the brand experience as well.

She then began discussing how important it is to have all audience connect with USAFA but in particular, how parents connect with USAFA. The Parent Outreach Working Group is working towards collaborating to give parents the best USAFA experiences. The idea of this group is to relay USAFA’s cultures and values more than any other university could do. Ms. Tebrugge said the working group has been meeting for two months now and are currently getting ready for Parent’s Weekend. The individuals included in this working group include individuals from Strategic Communication office, Admissions, Coaches, Air Officers Commander, Associate of Graduates, USAFA Endowment and Faculty. Additionally USAFA wants to connect the parents so they understand how the cadets think, their experiences, and the overall unique USAFA brand. Ms. Tebrugge stated the importance of how parents and the outside population “see” USAFA so they are able to speak on behalf of the academy. This particular working group would like to answer the following questions: What do parents want to see? What do they need? What type of information do they request? What is their understanding of USAFA, and what is their overall relationship with the Academy and how do we make that relationship better?

Ms. Tebrugge also mentioned USAFA is working on a new website to attract visitors and parents to ensure outside audiences know current events occurring at USAFA. To make this happen, they are in the process of building a calendar that will show events, activities, and topics being discussed/happening at USAFA throughout the year. All of the events/topics are timed and synchronized; for example, the topic for one month may be “space” which will be in the same month the Space Command Commander will be in town. This will help integrate communication and voices; in particular, parents. Overall Ms. Tebrugge stated this is going to help USAFA reach their goals; priorities, integration and encouragement.

Cadet Summer Programs & Athletic Summer Programs – Brig Gen Armacost, Col Price and Mr. Knowlton

Brig Gen Armacost opened up with the Summer Program Ops Tempo including both the 1,200 cadets coming in as well as the other classes of cadets. He made it very clear that the academic mission does not stop, as USAFA is such a vibrant place over the summer. Summer programs are broken into three periods: periods; 1st summer period – 3 Jun to 24 Jun, 2nd summer period – 24 Jun to 15 Jul, and third summer period – 15 Jul to 5 Aug. These three periods are then broken into three different categories: Military – ESET, Jump/Airmanship

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Programs, Ops Air Force, and Basic Cadet Training; Academics – Cadet Summer Research Programs, Cultural and Language Immersions, Summer Academics, and Space/Cyber/RPA; Athletics – Summer Seminar, Sports Camps, Basic Cadet Training Support, and Reconditioning Program.

Brig Gen Armacost briefed the Cadet Summer Research Programs including: 231 Cadet Project over 109 locations (9 overseas including France, Germany, Singapore, South Korea and Spain. Additionally, there are over 115 sponsors including 40 civilian companies (Amazon, Walmart, Lockheed Martin, Boeing and more), 11 Universities (Perdue, Syracuse, Florida, Texas A&M, University of North Carolina, University of South Carolina, and more), and over 64 Government agencies. The sponsors themselves fund all of these research programs so this is a great program and opportunity for the academy and the cadets.

In addition to the Cadet Summer Research Programs, USAFA also has Language and Culture Immersion Programs. The language immersion programs allow cadets to travel to a different country (including Chile, Mexico, Portugal, Spain, France, and more) for 6-7 weeks over the summer to enhance their language skills; they refrain from speaking English while they work to improve speaking the native language. Additionally, the cultural immersion programs allow the cadets to spend time in different cultures; they are exposed and are then able to bring their experience back with them to the other cadets.

Summer Academics at USAFA include:

- Academic Courses
 - Three 3-week course periods; extremely effective for the Cadets since they are not focused on other academics during this time
 - 20+ classes
 - 600+ cadets
- Cyber
 - 170 Cadets
- Space
 - 248 Cadets
- RPA
 - 224 Cadets

USAFA Athletics Summer Programs include Sports Camps, which include around 106 Cadets, which gives the cadets a vast leadership opportunity for over 3,800 personnel that come through during the summer. Additionally, Basic Cadet Training (BCT) is also available during the summer, which includes intramurals (9 sessions) and a Field Day. Before closing, Mr. Knowlton mentioned they are going to start working with admissions so that next summer when the parents drop off their children for camp, they will have the opportunity/ability to do a tour with admissions; this will be a great opportunity for USAFA recruiting. Finally, the last summer program discussed was “Operation Air Force”. This particular summer program exposes

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approximately 926 cadets to AF operations incorporating multiple career specialties across 58 AF bases. Additionally, 59 cadets had the opportunity to go to a deployed base including Kuwait, UAE, and Qatar.

Commandant's Update – Col Price

Col Price thanked everyone who came out the day prior to Jacks Valley to see the cadet experience at both BCT and ESET. He mentioned how important it is not only for the basics but for the upperclassmen; it is a premier leadership opportunity for those upperclassmen. Col Price reiterated the key factors to each program:

- Basic Cadet Training – Two interconnected programs involving basic cadets and upper class cadre; 5 ½ week transition from civilian to military; focused on cadre leadership
- Expeditionary Survival/Evasion Training (ESET) – Two interconnect programs involving over 1,000 cadets and 550 cadre; 10-day program with 6 sessions each summer; partners w/USAF Expeditionary Center

Col Price presented data showing misconduct and 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 own the process. This is a central part of the cadet experience and is doing very well and very effective. 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.

The status of the Cadet Wing was closed by highlighting the Cadet Wing (CW) initiatives and the 2017 Fall Cadet Leadership:

- 47-month syllabus
 - Education, Training, and Experience – Footprints to 2nd Lieutenants
 - 4-class systematic approach to AF Institutional Competencies
 - Establish clear developmental milestones and assessments
- New Programs
 - Frontline supervisor training
 - Continuous Process Improvement (CPI) Instruction
- AOC and AMT Development
 - Platform instructor training
 - 3-stage AOC Commander's course
 - AOC/AMT CONOPS

Center for Character and Leadership Development: BoV Update – Dr. LaRivee

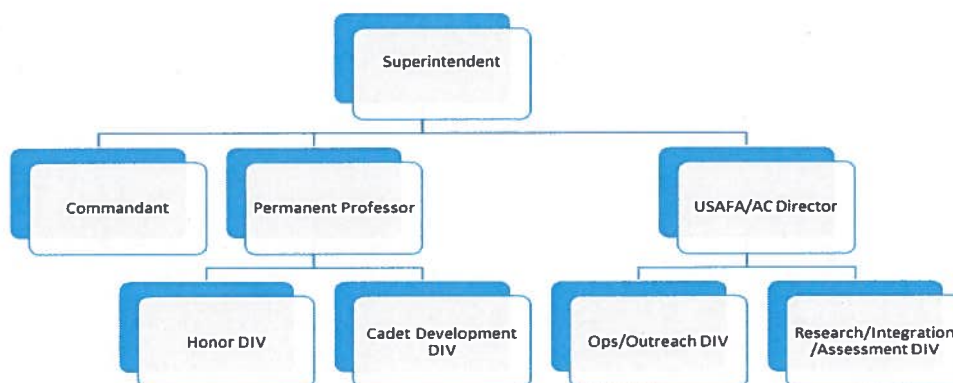
Dr. LaRivee opened up with the Center for Character and Leadership Development (CCLD) Mission: “Advance the understanding, integration, and practice of character and leadership development in preparation for service to the nation in the profession of arms”. Dr. LaRivee explained how the center has such a good position at USAFA and they are extremely

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embedded into all programs. CCLD is located in Polaris Hall, which is essentially their incubation center and people from all over the country are attracted to come to the hall due to its purpose. Ideas are generating almost every day; it's a center where people can truly share their ideas with USAFA. The Strategic Initiatives for the CCLD are:

- Align internal organization
- Enhance integration across mission elements
- Development permanent party
- Focus on research on profession of arms and living honorably

The organizational structure of the CCLD is as follows:



Dr. LaRivee explained the focus: advance, advise, align, apply and assess best practices for character and leadership development. These efforts are guided by USAFA Strategic Plan and CCLD Implementation Plan.

Col Price was introduced again to brief the conceptual construct of Developing Leaders of Character. Within this concept, there are three pillars; own, engage and practice. These are the pillars USAFA visions and guides their cadets through their developmental process. He stated “everything the cadets do, we can tie back to this process”. Lastly, he briefly discussed their “4 degrees” of leadership concept which covers four classes of leadership (personal, interpersonal, team, and organizational leadership). This is very similar to the AF Doctrine under Force Development.

Dr. LaRivee continued his brief by discussing additional efforts on the permanent party side which have three main focus areas: have better accountability, develop others, and making sure you have a climate of trust. There are different programs including professional development and the National Character Leadership Symposium (NCLS) which is a major event that is tied to the key outcomes of USAFA. This event is an annual and developmental program that has been extremely effective for USAFA.

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The CCLD connects profession of arms, character and leadership, and scholarship and research. This center is chaired by Lt Gens (ret) Rokke, Miller, and Deptula with Dr. Steve Samuels as a visiting scholar.

Dean of Faculty Update – Brig Gen Armacost

Brig Gen Armacost opened up by highlighting USAFA's plan for those cadets who may get "lost" in their academics. First, he highlighted the Cadet Academic Working Groups. These groups are composed of senior cadets who are academic officers and ultimately provide the Dean with updates on how the cadets are doing within academics. The CW has created "academic improvement" which includes "academic probation" which is comprised of mandatory meetings to determine how to support the cadets that are struggling. It is mandatory the cadets meet with their AOCs, academic advisor, cadet squadron commanders, element leader, or supervisor, etc. and this discussion takes place. Secondly, USAFA has academic services, which include 50 full-time faculty tutors for all subjects. These are all credentialed faculty members and this is extremely helpful for those cadets who may be struggling. Third, they have recognition in the growth of cadet. USAFA publically recognizes those cadets who have progressed the most. Last year, USAFA had 10% of the cadet population on academic probation but due to these programs, the percentage has decreased to less than 4% this year.

Brig Gen Armacost then touched on USAFA's Institutional Outcomes. These include:

- Critical thinking
- Clear communication
- Scientific reasoning and the principles of science
- Application of engineering methods
- The human condition, cultures, and societies
- Ethics and respect for human dignity
- Leadership, teamwork, and org. management
- National security of the American republic
- Warrior ethos as airmen and citizens
 - <https://www.usafa.edu/academics/outcomes>

Update on CyberWorx – The progress has been aggressive and we have had great successes so far. There is a temporary expanded space in the library, which is a great space; very open, industrial and collaborative. There has been one commercial product, one tech transfer and AF cyber policy/process changes including 21st century training model, cyber command and control, and functional mission analysis. Some of the industry partners include Google, AT&T, T-Mobile, Cisco, MAPR, and several others have been engaged for initial discussions. Lastly, upcoming projects include cyber outreach spring and two cadet design courses involving command and control and how to create a smart base.

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USAFA Personnel Update – Mr. Dale Hogue

Mr. Hogue opened, Director of Manpower and Personnel, opened up by explaining how to better define USAFA's Role:

- Resourcing / sustaining our military faculty
 - Pursuing 46 mil-civ conversions - actively engaged in the POM process so we can hire the correct people with credentials
 - Resource / fence Advanced Academic Degree pipeline
 - Change career-field policy to support faculty tours
- Studying diversity & Potentially Pilot Qualified (PPQ) trade-off as the AF is short about 9,000 pilots
- Aligning / expanding Airmanship and other career fair efforts
- Clarifying cross-commissioning policy / boarded AFSC programs
- Increasing grads accessed into operational AFSCs – Rated vs. Non-Rated
- Closer institutional coordination with AF/A1 Staff and AETC in order to ensure we are meeting AF needs
- Increasing cadets as AF grows end-strength (+400) increases USAFA personnel requirements.
 - **USAFA's overall intent is to meet AF accession goals and accommodate cadet preferences where possible**

Lt Col Chuck Parada from AF/A1 was introduced to briefly discuss the AF officer classification process. He explained the allocation process as it begins with Training Personnel Requirement (TPR), which defines rated requirements by AFSC and by source of commission (SOC) across the FYDP. This is given to our analysts in A1P, which then is created into a "SKITTLES" (Officer AFSC Targets) document which, in turn, is put together with ARC input and turns into the Total Force Accessions PGL which takes all of your accessions (officer and enlisted), across the FYDP. A1 then gets with all of the SOCs and AETC to see if they are all able to meet their numbers. Lt Col Parada then shows a sample of an Accessions Program Guidance Letter (APGL) and a snapshot of what the AF is projecting for TF Accessions from FY18-22; the ultimate goal is to focus on the end strength for AF officers (rated requirements to 100% first and pilots being the highest priority).

Classification process by SOC:

- Rated Classification
 - USAFA & AFROTC identify rated cadets in their junior year
 - OTS candidates are classified to target prior to OTS attendance
- Non-rated classification
 - AFROTC & USAFA jointly classified via NRL Classification Model
 - These cadets are combined to make one cadet pool and then matched to fill AF needs (OTS cadets know their AFSCs when they sign up)

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The Non-rated Line Classification Model has 5 priorities:

1. Meet mandatory education requirements (AFOCD)
2. Balance distribution of quality cadets
3. Balance source of commission distribution
 - o Proportional (of target) SOC percentage FY17 = (31% USAFA / 69% ROTC)
4. Meet desired/preferred education requirements (AFOCD)
5. Cadet Preference
 - o Cadets provide 6 preferred AFSCs

Overall, the NRL classification model models priorities for the AF and shows the needs of the AF are paramount. It has created a more balanced, diverse and stronger officer corps and the cadet preference generally has met their top three choices (higher performing cadets).

Directorate of Athletics – Mr. Jim Knowlton

Mr. Knowlton began by highlighting all of the areas USAFA Athletics covers. The Athletics department covers Physical Education classes, PT testing, intramurals, 29 intercollegiate sports (including boxing and dance). USAFA also has a Human Performance Lab, which the NCAA is relying heavily on for research, as USAFA is one of the top six out of 30 schools in the country for research programs. The academy baseline test every single cadet and now doing bloodwork on cadets to get markets to be able to use in case cadets get an injury to see the reason that injury may have occurred.

USAFA Athletics successes were (47 (All-Americans)-six (coaches of the year)-four (Conference Championships) and USAFA now has one core curriculum for PE for all of the cadets and this is the first time ever the academy has does this.

Miles Matthews, the CFO for the AFAAC, was introduced and highlighted the following:

- AFAAC was initially stood up in 2013 a \$24M enterprise in which 89% of the profit goes back to program services
- In 2015, the Blue and Silver Club was renovated at 850k and the Northeast scoreboard at \$1M was placed; all funds raised by AFAAC
 - o In the future, AFAAC is looking to break ground on a locker room expansion
- \$1.95M was raised in 2016
- USAFA is hosting concerts; Blake Shelton is next
- Three consecutive years of a clean, unmodified financial audit!
- Records were set as USAFA hosted 3,800 campers for sports camps and 1.7M

Several athletic facilities are being renovated: cadet gymnasium, field house, branding (installation of graphics throughout sports venues), locker rooms, Falcons next, and the Falcon Stadium (broken into four phases).

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Admissions – USAFA/RR

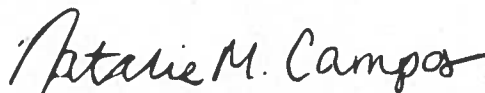
To follow up from the last BoV, admissions goal is to increase and strengthen the diversity pool of USAFA. The applicant pool vs. USAF goals for the class of 2021 is as follows:

- American Indian/Native Alaskan – Pool: 1.3% (AF goal is 1%)
- Asian – Pool: 9.1% (AF goal is 8%)
- African American – Pool: 15.3% (AF goal is 10%)
- Native Hawaiian/Other Pacific Islander – Pool: 1.6% (AF goal is 1%)
- Hispanic/Latino – Pool: 12.9% (AF goal is 10%)
- Female – Pool: 29.4% (AF goal is 30%)

The key is to build a class on all of the different backgrounds so they are able to lead in our diverse Air Force. There were over 10,300 applications for this year (1,200 were chosen); over the last 6 years, that number has increased 18%.

CHAIRMAN'S FORUM: Gen (ret) Edward Rice

Gen Rice expressed appreciation to the USAF Academy, BoV meeting presenters, and all those involved in the preparation for the BoV meeting. He also thanked Lt Gen Johnson for her leadership the last four years, for taking on the challenges, resolve them and move USAFA in a way forward. There were no additional action items addressed, therefore the BoV meeting was adjourned at 2:34 p.m.


NATALIE M. CAMPOS, Capt, USAF
Executive Secretary


EDWARD J. RICE
Chair, USAFA Board of Visitors