

## Board of Visitors – 10-11 Oct 2019

The United States Air Force Academy (USAFA) Board of Visitors (BOV) was held at USAFA on October 10<sup>th</sup> and 11<sup>th</sup>, 2019.

USAFA provided an update on the status of the seven outstanding BOV recommendations from the 2017 and 2018 Annual Reports. The board closed two recommendations, leaving five open.

*Academy Military Trainers (AMTs). (2017)* Recent authorizations increased AMTs from 40 to 80 personnel allowing for two AMTs per squadron. In addition, five military training instructors were added to help with professionalism and cadet development.

**STATUS: CLOSED.**

*Potentially Pilot Qualified (PPQ) vs Pilot Qualified (PQ) at admission. (2018)* Flight physicals must be performed by an Air Force flight surgeon and once qualified, must be reevaluated annually; the additional cost of these two factors outweighs the benefit of knowing medical qualifications at admission. USAFA advocated to continue the current process, but to conduct the flight physicals earlier in the cadet's career.

**STATUS: CLOSED.**

*Strategic Metrics. (2017)* USAFA made some progress on tracking post-graduation metrics to determine if USAFA is producing the right graduates and to show how well graduates are performing after graduation, however still faces the challenge of dealing with data limitations across multiple databases. USAFA is working with the AF/A1 Chief Information Officer to overcome the challenge of merging data from multiple independent Air Force databases.

**STATUS: OPEN.**

*IT Infrastructure. (2018)* USAFA is historically underfunded by \$4-5M for IT infrastructure and was fortunate to receive additional funding this year through end-of-year fallout money to cover IT needs. The board discussed the use of public-private partnerships, gift or foundation funds as well as establishing an organization similar to the AFAAC to pay for unfunded infrastructure upgrades. The board also discussed the efforts to get the NFE and copyright legislation in the final NDAA. The board highlighted the need for continued advocacy for adequate funding.

**STATUS: OPEN.**

*Cadet Athletic Funding. (2018)* Most universities experience an annual cost growth of 8-14% for athletic programs; historic funding growth at USAFA is only 6-7% growth creating a \$5-6M deficit. USAFA relies on funding through end-of-year fallout money, however, this is not a long-term strategy. Mr. Pine, under the AFAAC contract, is the first athletic director authorized to solicit funding from outside entities. The board noted the value of having Superintendent involvement in fundraising via the non-Federal entity (NFE) legislation, and the potential for increased opportunities.

**STATUS: OPEN.**

*SAPR Budget. (2018)* The USAFA SAPR programs are budgeted for \$65K with a \$290K shortfall in FY19, and \$67K with a \$300K shortfall in FY20. Included in the shortfalls are the CHiPs Program, the SAPR Summit, and additional costs to run the SAPR office. USAFA received tremendous support from Headquarters Air Force to cover shortfalls but also noted the need for more data on the effectiveness of prevention programs to ensure future funding. The Chairman recommended the Board continue to advocate for support and funding.

**STATUS: OPEN.**

*Medical accession vs. retention standards. (2018)* The current challenge is maintaining accession medical standards for the entire four years at USAFA. This is DoD policy. USAFA is advocating to use accession medical standards for the first two years; after cadets commit to the Air Force at the start of the junior year, retention medical standards would be used. Prior service Airmen revert to the accession standard when attending the Academy. The Air Force is standing up the Accession Medical Waiver Division to handle all requests for medical waivers; the division is expected to stand-up next year and will standardize waivers across the accession sources.

**STATUS: OPEN.**

The Sexual Assault Prevention and Response (SAPR) Program Manager provided an update on the status of ongoing violence prevention initiatives to include the various training programs and ongoing data collection efforts.

*Resiliency tactical pause.* Due to the increase in suicides across the Air Force, the Chief of Staff initiated a resiliency tactical pause due to the high rate of suicide across the Air Force. The intent of the resiliency tactical pause was to have small group discussions and encourage meaningful conversation on resiliency efforts and available tools. The goal was to encourage increased peer interaction and catch individuals who may otherwise slip through the cracks.

*Pathways to Prevention Summit.* The second annual summit was held in September 2019 and brought in experts in areas focused on strengthening protective factors and secure connections and attachments. This summit built off the framework of the National Discussion held in April 2019 which centered on reducing the prevalence of sexual assault in colleges, universities and the Military Service Academies. USAFA is looking at ways to connect with the larger community and partner with other universities to share information and build on prevention efforts.

*SAPR Program overview.* DoD Inspector General report was finalized and published; no specific negative findings against USAFA. The report noted a lack of process to document number of cadets who receive victim counseling but are unwilling to sign an official report. The individual chooses whether to make a report, but the priority needs to be providing care to the individual and not creating a barrier to care. The Air Force is working to create a process for this documentation to capture the number of individuals receiving care.

*Healthy Relations Training (HRT).* Initial survey results show significant positive feedback; USAFA is developing a formal evaluation process to determine the evidence-based value of

this training as well as expanding the training to all cadets. USAFA is determining the funding needs for the program to secure long-term funding.

*Enhanced, Assess, Acknowledge, Act (EAAA).* The program is developed based on data from women survivors and allows women to gain self-awareness as a means of prevention through risk reduction. Program goals include a decrease in victim-blaming, recognizing risky behavior, and decreasing self-blame. The long-term goal is to reduce the prevalence of sexual assault at USAFA. Beta test conducted at USAFA in April 2019, results showed significant changes by participants as well as positive feedback from all participants. USAFA conducted a control study using freshman women in August-September 2019 and will continue to gather feedback.

*Additional initiatives.* The CATCH program allows the victim to identify a perpetrator and match the name to a national crime database and the potential ability to create perpetrator trends/links; it also provides information to the victim when deciding to make the report unrestricted. The Teal Rope program is a peer leader program designed to train cadets to act as a liaison between a victim and the SAPR office. Continued participation in the annual National Discussions and the focus on developing an anonymous reporting tool to provide a safe reporting tool for victims and witnesses. USAFA recommended maintaining the mandatory reporting requirement for Air Officer Commanders (AOCs) based on the results of a USAFA working group on that topic.

The Superintendent updated the board on several events that occurred throughout the year at USAFA to include graduation, accreditation, in-processing the Class of 2023, incorporating graduates in the march back from Jack's Valley, Acceptance Day parade, Parent's Weekend, and the upcoming ceremony to rename the airfield in honor of General Benjamin O. Davis. Due to the increase in self-reported use of CBD oil during in processing, USAFA is working with the judge advocate and surgeon general offices to clarify the policy going forward. He discussed the recent organizational restructuring of the Air Force Academy Athletic Corporation (AFAAC), the ability to receive direct funding for the research enterprise, building a relationship with U.S. Space Command, and the continued development of the Institute for Future Conflict. The board discussed the intellectual property (copyright) legislation in the draft NDAA which would allow service academy faculty to receive intellectual property rights, allowing them to publish research, while employed by the U.S. government.

The Commandant discussed the focus on developing cadets who are knowledgeable on world events, the global impacts of near-peer adversaries, and the importance of understanding the link to the National Defense Strategy, as well as the balance of maintaining Air Force heritage. She highlighted that the Commanders Selection Board agreed to provide board-screened, hand-selected colonels to fill the group commander positions at USAFA. She provided an update on the number of honor violations, noting the slight increase in academic year 2018/19 attributed to two cheating incidents involving multiple people. The number of discipline cases also increased, specifically in the number of alcohol related cases, although more were self-reported.

The Vice Dean of Faculty briefed the graduate school outplacement for the Class of 2019 and work USAFA is doing with the development teams to bring graduate students back to USAFA as

faculty. The Higher Learning Commission of The North Central Association of Colleges and Schools reaffirmed USAFA's fully accredited status as an institution of higher learning, with the highest grade. USAFA received multiple accolades about the quality of the institution, to include the alignment of processes and programs with the mission, progress on SAPR programs, increased student diversity, and the availability of faculty. The Commission also encouraged USAFA to continue to pursue the copyright legislation. The board discussed the importance of the Cadet Summer Research Program (CSRP), which provided cadets an opportunity to take lessons learned in the classroom and apply them to real-world problems. USAFA is working to tie the faculty and student educational focus to the research program through learning before and continued research after cadets participate in CSRP.

The Director of Admissions discussed the statistics on the Class of 2023 and credited the increased diversity to the change in recruiting processes and the use of opportunity districts, and Congressional workshops to inform freshman congressmen on the Service Academy nomination process. Recruiting sources reorganized to provide an integrated approach across the Air Force; educating all recruiters on the AFROTC and USAFA programs to allow greater recruiting outreach. USAFA uses the First Year Lieutenant program to embed recent USAFA graduates into recruiting squadrons around the nation to increase outreach. The admissions team increased the diversity of the applicants through partnerships with organizations sponsoring STEM or aviation-focused programs and the use of these events as outreach opportunities.

The Athletic Director (AD) addressed USAFA uses of athletic programs to enhance personal development, teach teamwork, and introduce lifetime fitness to cadets. The institutional outcome of leadership, teamwork and organization management, as well as the warrior ethos of Airman and citizens are supported through programs such as boxing (required for all cadets in 2016), water survival, and the Combatives Center of Excellence. The AD also discussed the partnership with the NCAA on continuous concussion protocols through baseline testing, use of sensors in football helmets and mouth guards, and post-concussion testing throughout their tenure as a cadet. She highlighted the Tactical Sports Medical Fellowship, which is a 14-month program; noting eight individuals completed program. Graduates of the program are assigned to a special tactics, rescue or training squadron pipeline or to Joint Special Operations Command to serve as muscular skeleton experts in support of special warfare Airman and trainees. USAFA highlighted the upcoming Stadium Series and the media exposure opportunities it brings to USAFA as well as the opportunities for additional outreach, marketing, and advertising.

USAFA provided an update on infrastructure projects noting USAFA was built in the late 1950s with an expected lifecycle of 40 years. Recapitalization projects started in 1996 and continue today. Already completed are Mitchell Hall, Vandenberg Hall, the cadet gym, indoor training facilities, and Polaris Hall. Work recently started the field house and Chapel restoration. Future restoration projects include Sijan Hall and Fairchild Hall; and future new construction projects include Prep School dorms and the CyberWorx facility. In addition, USAFA has ongoing updates to the closed caption television (CCTV) systems and new entry control points. USAFA made 58 acres at the North Gate available for developers in exchange for a new visitor center. USAFA is working with Colorado Springs Utilities (CSU) regarding routing and environmental assessments for the CSU water pipeline project and continues to be involved as the pipeline moves forward.

The Director of Culture, Climate and Diversity introduced the Rated Mentor Program (RAMP) developed to increase rated applicants from underrepresented groups. RAMP uses diverse rated USAFA graduates for outreach efforts to inform cadets about rated career fields. USAFA used conferences and workshops for the diversity and inclusion professional development programs of faculty, staff, and students. USAFA is working to develop a diversity and inclusion strategic plan as well as a diversity and inclusion speaker series to bring to the cadet wing.

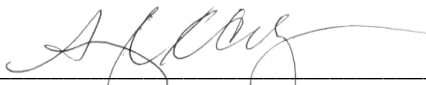
The board discussed the meeting schedule for the next year; agreeing to align the next meeting with the Character and Leadership Symposium hosted at USAFA in February followed by a meeting in D.C. in April or May, and finally a third meeting at USAFA in the Fall. The board requested a briefing from the Chaplains and USAFA recommended broadening the discussion to the Peak Performance Center to talk about family life counseling. The Chairman noted the Charter and Bylaws would be sent to the board members for review in the near future.

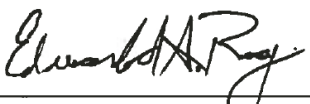
Old Action Item Review

1. USAFA to provide an update regarding AOC mandatory SAPR reporting policy upon completion of the working group. CLOSED

New Action Items

1. Continue to monitor the open recommendations by the board in the 2017 and 2018 Annual Reports.

  
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ANGELA K. CALTAGIRONE, Lt Col, USAF  
Executive Secretary

  
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EDWARD A. RICE, JR.  
Chairman

## Attendees

### Board Members:

Gen (R) Edward Rice (Chair)  
Brig Gen (R) David Ehrhart (Vice Chair)  
Col (R) Alvin Drew  
Ms. Linda Cubero  
Mr. Robert Gleason, Jr.  
Ms. Gina Ortiz Jones  
Mr. Roel Campos (Telecon)  
Honorable Cory Gardner (CO)  
Honorable Don Bacon (NE)

### USAFA Senior Leadership:

Lt Gen Jay Silveria, Superintendent  
Brig Gen Michele Edmondson, Commandant of Cadets  
Brig Gen Linell Letendre, Dean of Faculty  
Col Houston Cantwell, Vice Superintendent  
Ms. Jennifer Block, Executive Director of Athletic Programs  
Ms. Gail Colvin, Director of Staff

### Others:

Ms. Patricia Mulcahy, Deputy Assistant Secretary Force Management Integration  
Mr. Dan Anderson, BOV Designated Federal Officer  
Lt Col Angela Caltagirone, BOV Executive Secretary  
Lt Col Stephanie Harley, SAF/LL, Chief, Medical, Religious, and USAFA Programs and Legislation  
Ms. Dawn Zoldi, Associate General Counsel/USAFA Business Matters, SAF/GCA (Fiscal, Ethics & Administrative Law)  
Col Thomas Rogers, Staff Judge Advocate, USAFA/JA  
Dr. Trevin Campbell, SAPR Program Manager  
Dr. Kimberly Dickman, SAPR Analyst  
Ms. Yvonne Roland, Director of Culture, Climate and Diversity  
Mr. Nathan Pine, Director of Athletics

Mr. Dale Hogue, Director of Manpower and Personnel  
Mr. Carlos Cruz-Gonzalez, Director of Logistics and Force Protection  
Col John Garver, Director of Operations and Analysis  
Col Grussendorf, USAFA/SG  
Col Art Primas, Director of Admissions  
Col D'Anne Spence, USAFA National Capital Region Liaison  
Col Troy Harting, Vice Dean of the Faculty  
Col Harold Huong, USAFA/A6  
Lt Col Jennifer Russell, USAFA/A9  
Ms. Leslie Y. Forrester, USAFA/CM; Chief, Government Relations

Members of the Public:

Conrad Swanson, Colorado Gazette

Kelly Timmons, Executive Director, Zoomies Against Sexual Assault

Jeanne Muetzel, Director of Research, Zoomies Against Sexual Assault

Jeff Holmquist, Association of Graduates

Lorraine Curnell, Chief Cadet Discipline, USAFA

Lt Col Steven Glendenning, USAFA

Capt Caitlin Oviatt, USAFA/CW

Meade Warthen, USAFA/PA

Chaplain, Col Paul Sutter, USAFA/HC

Chaplain, Maj James Hendrick, 10 ABW/HC

SMSgt Diogenes Cruz, Superintendent Chapel Operations, USAFA/HC

Heba Abdelaal, Military Legislative Assistant for Senator Cory Gardner

Michelle Kavanaugh, Regional Staff Member for Senator Udall

Marcus Brubaker, Regional Director for Congressman Doug Lamborn