



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS, UNITED STATES AIR FORCE ACADEMY



15 December 2022

MEMORANDUM FOR DISTRIBUTION

FROM: HQ USAFA/DSX

SUBJECT: December 2022 Board of Visitors (BoV) Meeting Minutes

1. **Meeting:** Tuesday, 6 December 2022 at 0900 (EST) at the U.S. Capitol in Washington, DC. Board members attended both in-person and virtually via Zoom. Members of the public attended virtually via Zoom.

2. **Agenda:**

6 Dec 22 - Board of Visitors Meeting Agenda Summary	
Item	Description of Item
1	Superintendent's Update
2	Commandant's Update
3	Dean's Update
4	Athletic Department (AD) & Air Force Academy Athletic Corporation (AFAAC) Update
5	Sexual Assault Prevention & Response (SAPR) & Enhanced Access, Acknowledge, & Act (EAAA) Update
6	Budget Update
7	Admissions & Recruiting Update
8	Public Comment
9	Action Item Review
10	Chairman's Concluding Remarks

3. **Superintendent's Update:** Lieutenant General Richard Clark, the USAFA Superintendent, highlighted his top 3 priorities for the institution: (1) develop leaders of character, (2) prepare for future conflict, and (3) foster a culture of dignity and respect for all.

a. Developing Leaders of Character: The Superintendent discussed how USAFA operationalizes the development of cadets to become leaders of character through the Leader of Character Framework, which shapes character through three key directives: (1) own the pursuit of your identity development, (2) engage in purposeful experiences, and (3) practice habits of thoughts and actions. By pursuing and deliberately developing these three key areas, cadets can be transformed into leaders of character. A leader of character is defined as an individual who lives honorably, lifts others to their best possible selves, and elevates performance towards a common and noble purpose.

b. Prepare for Future Conflict: To best prepare the future leaders of our Air and Space Force for future conflict, the Superintendent highlighted the institution's efforts towards building world-class academic facilities to provide the educational resources necessary for cadets to advance their knowledge in the disciplines of space, cyberspace, and multi-domain conflict. This effort includes the creation of a new Institute for Future Conflict (IFC) program as well as the construction of a new Multi-Domain Laboratory, Madera Cyber Innovation Center (MCIC), and Space Education Center. To place a special emphasis on the Space Education Center development project and to showcase its importance, the Superintendent had Ms. Daniela Lawrence (HQ USAFA/A4) provide a briefing of its current status during his scheduled time. In summary of the Space Education Center, this \$350M facility would bolster the prominence and value of space education for the Department of the Air Force (DAF) and the nation as a whole by introducing new hosting capabilities, new classrooms, more laboratories, more research areas, more workplace offices for Dean of Faculty staff, and a space to conduct USAFA's space operations.

c. Dignity & Respect for All: The Superintendent highlighted the importance of instilling dignity and respect for all in the Cadet Wing, tying the beneficial impacts to the overall improvement of national security. In order to unlock and leverage the talents of all Airmen and Guardians, leadership must be inclusive and respectful of basic human dignity to ensure optimal participation and performance from all team members. The Superintendent also briefly discussed recent congressional interest in the diversity and inclusion training that was being provided to cadets, re-assuring the board that USAFA is always on target by providing purposeful and meaningful training to cadets. Furthermore, he explained that the presentation of the training content by media critics was taken out of context.

4. **Commandant's Update:** Brigadier General Paul Moga, the USAFA Commandant of Cadets, discussed the mission of the Cadet Wing, which is to "build and inspire the next generation of warfighters prepared to lead with character" and the vision of the Cadet Wing, which is to "deliver world class military leaders to win the future fight". In pursuit of the Cadet Wing's mission, the Commandant focused on the strategic instilment of a "warfighter mentality" among cadets. This warfighter mentality construct was further broken down into four key areas of a cadet's development: (1) learning a sense of ownership via a mission command mindset, (2) establishing harmony across the mission, personal life, and home life, (3) learning to lead with inclusivity, and (4) creating a sense of institutional pride.

a. Cadet Wing Training & Development: The Commandant discussed the Cadet Wing's biggest training exercises which is the Fall/Spring Semester Culmination Exercise. These exercises, occurring during their respective semesters, are either scenario based or skills based, developing cadet's leadership abilities through mission planning, command and control (C2), accountability, and the overall execution of a military operation plan. The Commandant also discussed his efforts to cultivate the cadet's development of their "warfighter mentality" through frequent warfighter talks where notable speakers (i.e., general officers and other military senior leaders) will talk about their personal success and combat stories, provide an organizational mission briefing, and even discuss warfighting capabilities at the Unclassified, Secret, and Top-Secret levels.

b. Summer Programs Update: The Commandant highlighted some of the Cadet Wing's recent accomplishments and major training program accomplishments, including the Class of 2026's completing 6 weeks of Basic Cadet Training (BCT), the return of Combat Survival Training (CST) to educate cadets on survival, evasion, resistance, and escape and the Class of 2024 participation in Operations Air and Space Force program which exposes cadets to operational Air and Space Force bases around the country to engage with active duty Airmen and Guardians in different career fields. The success of the Azimuth program, a summer program that immerses cadets into space operation, was also discussed.

c. Cadet Honor & Character Merger: The Commandant highlighted that a new cadet leadership position was created, merging the previously separated responsibilities of honor and character development into a single position of unified responsibility. The Commandant also discussed the recent history of honor violations (i.e., lying, cheating, stealing, and toleration of the aforementioned three), pointing out that cases sharply rose during the COVID-19 pandemic due to widespread cheating that occurred on academic assignments, but overall, all honor violations have sharply dropped from 311 cases down to 27 cases for the current academic year period, a number that is far below the average of a 118 cases per year for the academic years periods from 2012-2020. This is significant progress, considering that the current academic year of 2022-2023 is halfway complete.

5. **Dean's Update:** Brigadier General Linell Letendre, the USAFA Dean of Faculty, highlighted her mission element's strategic goals for the institution: (1) inspire and reinforce a culture of living honorably, (2) prepare for future conflict, (3) foster a culture that embraces innovation, fueled by Airmen, (4) execute operations in an integrated, accountable, and agile manner, and (5) establish a world-class reputation.

a. Prep for Future Conflict: The Dean discussed the importance of the Academic Success Center with respect to preparing cadets for future conflict. The Academic Success Center has 4 key functions: (1) a Quantitative Reasoning Center that supplements instruction in core science, technology, engineering, and mathematics (STEM) classes, (2) a Communications Strategies Center that provides extra instruction for writing, a public speaking laboratory, and a reading enhancement program, (3) strategies for academic success which targets high-risk cadets with learning strategies classes, and (4) graduate studies and scholarships which also includes the USAFA Dean of Faculty Pipeline Program which onboards new instructors and professors. The Academic Success Center has reaped many benefits for the institution including increasing the graduation rate of "at risk" students from 67% to 82% over the past 6 years and sending approximately 20% of each graduating class to graduate school. Additionally, the Quantitative Reasoning Center has seen a utilization increase of 37% while the Communications Strategies Center has seen a 36% increase. Dean stressed the need for additional resourcing to meet the increased demand that the ASC currently faces.

b. Innovation, Operations, & World-Class Reputation: The Dean highlighted the innovation of her faculty, which has been bolstered through the recent legislation passed enabling civilian faculty members to retain copyrights for their work but asked for the Board's support to establish military copyright via legislation. The Dean discussed the Martinson Honors Program which promotes academic excellence, intellectual curiosity, and engaged learning

through a holistic and interdisciplinary curriculum. Made possible by a \$10M pledge from Mr. John Martinson, a USAFA Class of 1970 graduate, this program is designed to transform cadets into advanced warfighter-scholars. USAFA is coming due in February 2023 for a four-year assurance review by the Higher Learning Commission to maintain its accreditation in the higher education community.

6. Athletic Department (AD) & Air Force Academy Athletic Corporation (AFAAC)

Update: Ms. Jennifer Block, the Executive Director of USAFA's Athletic Department, opened with the mission of her organization, which is to develop leaders of character through athletic experiences and the organization's vision, which can be summarized by providing physically demanding and challenging leadership experiences that ultimately inspire a lifetime of service to the nation, forge a competitive spirit that instills the will to win, and promote USAFA, the Air Force, and the Space Force. Ms. Block also discussed the ongoing \$90M modernization project for the east side of Falcon Stadium that will provide 1,000 new premium seats and updated facilities.

a. Leading Cadets' Physical Development: Ms. Block stated that the setup of USAFA is different than that of other service academies considering that her organization pilots all aspects of physical strengthening, conditioning, and development of cadets. At the other service academies, physical education and testing fall under their Commandant or equivalent senior leader. USAFA's Athletic Department took the lead on physical training throughout Basic Cadet Training and the academic year with phenomenal results, including the highest aerobic fitness scores entering freshman year, highest testing average in 8 years, lower injury rates, and lower attrition rates. This success can be largely attributed to the Athletic Department's high-performing staff consisting of physical education professionals that excel at transforming cadets into physically fit warriors.

b. Success of Intercollegiate Athletics: Ms. Block showcased the success of the Athletic Department's intercollegiate teams, honing in on the point that USAFA's has a world-class intercollegiate staff that are highly skilled at coaching cadets. With 30 intercollegiate teams (18 men's teams and 12 women's teams) and being aligned in the Mountain West Conference, USAFA has been ranked at the top among the service academies, the top in the Mountain West Conference and ranked 67th in Lear Cup standings (with USMA and USNA ranked far behind). Additionally, USAFA secured the Commander-in-Chief's Trophy for the 21st time.

7. Sexual Assault Prevention & Response (SAPR) & Enhanced Access, Acknowledge, & Act (EAAA) Update: Ms. Sonja Strickland, the SAPR and Violence Prevention Program Manager, discussed USAFA's Integrated Prevention Framework, which is a collaborative approach that pulls together multiple resources to deliver prevention, intervention, and response to sexual assault over the course of a cadet's entire time at USAFA. This program is tailored to leadership and peer influencer identified needs. Ms. Strickland highlighted that to combat interpersonal and self-directed violence, her office is focused on building protective factors (e.g., connectedness and healthy relationships) and reducing risk factors (e.g., prior victimization, attitudes and beliefs). Additionally, her office employs the use of evidence-based prevention programs towards fighting sexual assault and other forms of violence, including the Cadet Healthy Personal Skills Training (CHiPS), Parent Based Intervention (PBI), Healthy

Relationship Training (HRT), Sexual Communication and Consent, which is currently a pilot program, and Enhanced Assess, Acknowledge, Act (EAAA), which is also a pilot program. Collectively, all of these programs help establish the Integrated Prevention Framework that combats sexual assault and violence at various levels.

a. Way Forward: Ms. Strickland highlighted that her office is focused on moving towards a holistic prevention and response system to better boost the effectiveness of prevention efforts and to increase resilience skills before and after an event occurs. Leveraging the capabilities of the Air Force CyberWorx, which is the Air Force's lead problem-solving unit, discovery sessions will be held to attack the core of the problem, opportunity areas will be defined for innovation, and human-centered ideation will be led with diverse teams to create innovative solutions to reduce sexual assault and other forms of violence. In addition to this, the primary prevention workforce will be expanded with six additional prevention professionals, an integrated prevention chief, two education-focused prevention specialists and seven more victim advocates. Finally, a "Connect to Care" holistic response system will be incorporated to ensure that victims and survivors are connected to the appropriate response agencies with a focus on getting cadets to the right place for care.

b. Data & Statistical Reports: Ms. Strickland discussed two important data-centered and statistical reports with respect to her mission: the Military Service Academy Sexual Harassment & Violence Report (MSA SH&V) and the Service Academy Gender Relations (SAGR) survey. The MSA SH&V is conducted on an annual basis to ensure program compliance and to collect sexual assault and sexual harassment official report data. The SAGR is conducted every two years to collect data on sexual assault and sexual harassment prevalence. The MSA SH&V is anticipated to be released in February 2023 and will include the SAGR prevalence data. Once available, the report will provide critical information that will detail the effectiveness of current prevention programs and assist with future leadership decisions on the direction of prevention programs.

8. **Budget Update:** Lieutenant Colonel Casey Wyman, the Director of Financial Management and Comptroller, opened by discussing finance related BoV action items. The first one discussed was the information technology infrastructure funding request of \$20M, which has been secured in fiscal year 2023 (FY23) funding. The second one discussed was the cadet athletics funding request of \$7.2M which has also been secured in FY23 funding. This request would fund items including sporting events, community outreach, and athletic travel. The last item discussed was the SAPR budget and resources funding request of \$168K which has been partially secured in FY23 funding with a \$400K shortfall. The funding shortfall will be addressed throughout the year and into FY24 if needed. With respect to congressionally directed spending (CDS) requests, USAFA plans to ask for \$15M for the North Gate Visitor Center exhibits outfitting and \$350M for the Space Education Center. He also stated \$4.4M for the USAFA Cemetery Expansion Project was anticipated in FY23 and thanks the board for the support. Lieutenant Colonel Wyman concluded his update by discussing the status of USAFA's total obligation authority (TOA) which has increased by \$32M: \$20M from information technology infrastructure, \$7.2M from athletics, \$2.8M for Combat Survival Training, and \$2M from other miscellaneous growth.

9. Admissions & Recruiting Update: Colonel Arthur Primas, the Director of Admissions, discussed the size and statistics of the Class of 2026, drawing attention to the fact that the number of appointees was 1055, which is short of the goal of 1115 largely due to late appointment declinations. Due to the late timing of the declinations, it was very difficult to onboard another appointee as a backfill replacement. To fix this issue for future classes, Colonel Primas mentioned that his office will ensure that key processes are started even earlier to provide adequate time to find a replacement for declinations. Colonel Primas also discussed the size of the USAFA Preparatory School's Class of 2023, which is 219 and short of its goal of 234 due to late declinations, and he also mentioned the Falcon Foundation class size being 66. On the topic of overall applications for the Class of 2026, Colonel Primas highlighted the fact that across the Department of Defense, overall recruitment numbers fell in 2022. One possible explanation was the reduced community outreach capabilities in light of Coronavirus Disease 2019 (COVID-19) restrictions. Nonetheless, Colonel Primas pointed out that admissions efforts are on track for healthy numbers with the Class of 2027 already exceeding applicant counts set for the Class of 2026 at the same milestones. In the conclusion of his update, Colonel Primas discussed updated applicant pool goals with respect to applications (not selections) highlighting percentages of males, females, and races. Colonel Primas also discussed the important role that influencers play in helping achieve recruiting goals.

10. Public Comment: From Zoomies Against Sexual Assault, Representative Jackie Speier was thanked for her focus on SAPR issues while on the Board of Visitors. Additional questions were referred to USAFA for direct response.

11. Action Item Review:

6 Dec 22 - Board of Visitors Meeting Action Item Summary			
Item	Description of Item	Status	Brief Explanation
1	<u>IT Infrastructure</u> (2018): provide update on financing status	Closed	Secured in FY23 budget
2	<u>Cadet Athletic Funding</u> (2018): provide update on financing status	Closed	Secured in FY23 budget
3	<u>SAPR Budget & Resources</u> (2018): provide update on financing status	Open	Partially secured in FY23 budget with \$400K shortfall; short-term remedy programmed into FY24 budget; still working for long-term financing solution (not year to year)
4	<u>Non-Federal Entity</u> (2020)	Open	Legislation (NDAA) has not passed yet
5	<u>EAAA</u> (2020): provide update on program	Open	Trial period was extended by 1 year; final report will be released Spring/Summer 2023
6	<u>Prep School Marketing</u> (2022): provide update on marketing plan and how BoV members can support	Closed	Sufficiently addressed in Admissions Update
7	<u>Space Education Center</u> (2022): provide updated on plans/funding for project	Open	POM for FY26; continue to monitor progress

8	<u>Military Professor Copyrights (2022):</u> provide status on securing copyrights by military professors	Open	Rep. Bacon will champion legislation for this
9	<u>Admissions Assistants (2022):</u> provide update on effort to enhance program	Open	POM for FY24; continue to monitor progress; provide update on applicant pool goal
10	SAPR Statistics (2023): provide update on program's trend data for the past 10 years	New	To be addressed at the next BoV meeting
11	Admissions Applicant Pool: (2023): provide update on meeting applicant pool goals (to include relevant demographic information)	New	To be addressed at the next BoV meeting

12. **Chairman's Concluding Remarks:** The Chairman offered the board the opportunity to ask any questions or make any final comments before adjourning and then thanked the USAFA team for planning the BoV meeting.

13. **Adjourn:** 1530 (EST).

Dennis A. Lynn Jr.

DENNIS A. LYNN, Capt, USAF
Executive Secretary, USAFA Board of Visitors



THE HONORABLE ERIC K. FANNING
Chairman, USAFA Board of Visitors

Attachment:

6 Dec 22 Board of Visitors Attendance Roster

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Attachment: 6 Dec 22 Board of Visitors Attendance Roster



Title / Rank	Name	Position	Attendance
USAFA Board of Visitors Members			
The Honorable	Eric Fanning	Chairman, USAFA Board of Visitors	Present
Major General (Ret.)	James Johnson	Vice Chairman, USAFA Board of Visitors	Present
Senator	Tammy Baldwin	U.S. Senate, Wisconsin	Present
Senator	Steve Daines	U.S. Senate, Montana	Not Present
Senator	John Hickenlooper	U.S. Senate, Colorado	Not Present
Senator	Mazie Hirono	U.S. Senate, Hawaii	Present
Representative	Don Bacon	U.S. House of Representatives – Nebraska, 2nd District	Present
Representative	Doug Lamborn	U.S. House of Representatives – Colorado, 5th District	Present
Representative	Ted Lieu	U.S. House of Representatives – California, 33rd District	Present
Representative	Jackie Speier	U.S. House of Representatives – California, 14th District	Not Present
The Honorable	Laura Pulzone	Board Member	Present
Lieutenant Colonel	Wesley Spurlock	Board Member	Present
Commander (Ret.)	Zoe Dunning	Board Member	Present
Major	Hila Levy	Board Member	Present
Ms.	Jenna Ben-Yehuda	Board member	Present
USAFA Senior Leadership			
Lieutenant General	Richard Clark	Superintendent, USAFA	Present
Chief Master Sergeant	Randall Kwiatkowski	Command Chief, USAFA	Present
Brigadier General	Paul Moga	Commandant of Cadets	Present
Brigadier General	Linell Letendre	Dean of Faculty	Present
Ms.	Jennifer Block	Executive Director, Athletic Department	Present
Colonel	Arthur Primas	Director of Admissions	Present
Ms.	Sonja Strickland	Program Manager, SAPR & Violence Prevention	Present
Lieutenant Colonel	Casey Wyman	Director & Comptroller, Financial Management	Present
Other Attendees			
The Honorable	Alex Wagner	Assistant Secretary of the Air Force for Manpower & Reserve Affairs	Present
Colonel	Justin Ballinger	USAFA Liaison, Headquarters Air Force	Present
Major	Nichole Ward	Legislative Liaison, Secretary of the Air Force	Present
Mr.	Ryan McDonald	Designated Federal Officer, USAFA Board of Visitors	Present
Mr.	James Wilmer	Designated Federal Officer, USAFA Board of Visitors	Present
Captain	Dennis Lynn	Executive Secretary, USAFA Board of Visitors	Present
Lieutenant Colonel	Colleen Kellam	Director, USAFA Commander's Action Group	Present
Lieutenant Colonel	Brian Maguire	Director, USAFA Strategic Communications	Present
Captain	Rachel Smith	Aide-de-Camp to the USAFA Superintendent	Present
Ms.	Daniella Lawrence	Facility Planning & Sustainability Manager, HQ USAFA/A4	Present