



UNITED STATES AIR FORCE ACADEMY BOARD OF VISITORS

17 July 2024

MEMORANDUM FOR DISTRIBUTION

FROM: USAFA BoV Executive Secretary

SUBJECT: Minutes – 17 July 2024 U.S. Air Force Academy Board of Visitors Committee Meeting

1. **Meeting:** Wednesday, 17 July 2024 at 0830 (MST) at the United States Air Force Academy (USAFA), Colorado. Board members attended both in-person and virtually via Zoom (Attachment 1). The public attended virtually via Zoom.

2. **Agenda:**

17 July 24 - Board of Visitors Meeting: Agenda Summary	
Item	Description
1	Opening Remarks
2	Vice Superintendent's Update
3	Focus Area: Character, Climate & Culture
4	Focus Area: Curriculum
5	Focus Area: Resources
6	Public Comments
7	Action Item Review
9	Chairman's Concluding Remarks

3. **Opening Remarks:** Major General (Ret.) James Johnson, USAFA BoV Chairman, opened the meeting by welcoming board members and all other participants. He then thanked USAFA for hosting the meeting and all the work that is done every day to develop the future leaders of the Air Force.

4. **Vice Superintendent's Update:** Major General Tom Sherman, USAFA Vice Superintendent, highlighted the three priorities for the institution and provided an update to them since the last Board of Visitors meeting in August 2023: (1) Develop leaders of character, (2) Prepare for future conflict, and (3) foster a culture of dignity and respect for all. Each of these priorities have been made more important by the strategic global environment that the Air Force is facing, with China as its pacing challenge and a resurgent Russia driving a re-optimization of the Air Force to succeed in Great Power Competition identified as a key focus area by the Secretary of the Air Force.

a. Develop Leaders of Character: The Vice Superintendent highlighted the newly placed emphasis by the Dean of Faculty, on faculty tenure, bringing USAFA up to the industry standard in the realm of higher education, bringing with it relevance, connectivity, and ensuring that the

Academy is maintaining a common footing with other great institutions of learning across the country. The newly placed emphasis on faculty tenure led to the Academy's recent graduating class of 974 lieutenants, bringing an incredible cohort of leaders of character into the USAF and USSF. The Vice Superintendent also highlighted the Airmanship and Guardianship programs like Wings of Blue and the Azimuth program instilling confidence and a sense of comradery and teamwork within the cadet corps as they work together and alongside cadets from Air Force Reserve Officer Training Corps and Naval Academy, helping prepare them to step in to their expanded roles of leadership as future lieutenants. Finally, the Vice Superintendent discussed two World Class Athletes; Cadet Hendrickson who achieved success as a U23 World Wrestling Champion, and Cadet Hoops who was invited to be a non-traveling alternate for the USA Gymnastics Team competing in the 2024 Paris Olympics, as well as USAFA graduate Second Lieutenant Madison Marsh winning Miss America. These individuals are shining examples of the caliber of leaders and human being that the Academy develops every day.

b. Prepare for the Future: The Vice Superintendent highlighted several examples of USAFA's initiatives to prepare cadets for future conflict. This past summer, USAFA in-processed 1,127 Basic Cadets who work through a six-week Basic Cadet Training Course focused on team building and preparing the class of 2028 for the rigors and pressures of their next four years at the Academy. A new emphasis on contingency warfighting skills and mission command concepts has been added to the curriculum at the Academy since day one, starting with Basic Cadet Training. Other events, such as Firstie Flag build upon those expeditionary skills, with an emphasis on experiential training that helps cadets understand the roles of various AFSCs and SFSCs in the USAF and USSF, as well as in an expeditionary environment. All the training at the Academy is centered around meeting the Secretary of the Air Force's (SecAF) direction for the Academy to develop leaders that are prepared on day one to operate in the Global Power Competition (GPC) environment. Additionally, Cadets are being empowered to utilize their vision and knowledge to assist with cutting edge researching in the realm of Space and AI, resulting in the deployment of a Cadet developed FalconSat that is currently in sun-synchronous orbit.

c. Dignity and Respect for All: The Vice Superintendent amplified the success of National Character and Leader Symposium. Last year, cadets at the Academy were able to hear from 36 distinguished speakers, covering a wide range of leadership topics, including dignity and respect. The program was able to connect Cadets to a worldwide audience as well through various social media sites, extending the programs reach to over 1.2 million people. Moreover, the Superintendent lauded the USAFA cadre for ensuring that Dignity and Respect remains an emphasis item during BCT. Cadre have done a great job in moving out of the realm of breaking cadets down and into a realm of building respect in an intense environment. The Superintendent highlighted three programs within the Sexual Assault Awareness and Prevention portfolio that increased awareness and engagement on a very sensitive topic; Take Back the Night, the Clothesline Project and the development of 90 new Teal Rope Cadet victim advocates. Each of these programs and events, along with numerous others are having a positive impact and are helping the Academy maintain an added emphasis on the importance of dignity and respect for all throughout the campus.

5. Focus Area: Character, Climate & Culture: Colonel Joel Brown, Center for Character and Leadership Development (CCLD) Director delivered a briefing on Character in Culture and Climate Transformation at the Academy. The most impactful change addressed was the

establishment of the CCLD as an individual Supporting Mission Element in 2022, as well as the re-establishment of the permanent professor position within the CCLD in 2023, with a hiring decision made and confirmation of the selection currently pending. The elevation of the CCLD underscores the emphasis that USAFA has placed on the development of leaders of character, focusing solely on developing positive character traits. The mission of the CCLD is to carve out intentional time each semester to discuss with Cadets foundational topics of leadership and character development like integrity, honor, and courage to do the right thing when everyone is watching. Additionally, Brig Gen Marks, Commandant of Cadets, highlighted the change to the toleration clause of the Cadet Honor Code, taking effect in late 2023. The Academy staff identified a troubling trend, a historic low in Cadet-initiated honor reports and violations. To address this growing issue, the enforcement of the Honor Code toleration clause has been redesigned to follow a more developmental approach, shifting from mandatory reporting to mandatory confrontation and mentorship to help 3rd and 4th year Cadets become comfortable with reporting violations of the Honor Code.

Since the adjustment to a more developmental approach, Cadet-initiated honor cases saw an increase from 3% of violations in the 2022-2023 school year to 18% of violations in the 2023-2024 school year. Finally, Ms. Sonja Strickland, Integrated Prevention and Response Director provided an update on the Academy's 2024 prevention efforts, highlighting the benefits of the Comprehensive Integrated Primary Prevention (CIPP) Plan that provides a menu of training and engagement options as well as engaging focus groups to address larger concern areas for the Cadet corps. Ms. Strickland also lauded the integration and support that has been provided by the Community Action Board (CAB) and Community Action Team (CAT), as well as the breadth of Integrated Prevention and Response office locations, spanning the Academy campus in places like Harmon Hall, Arnold Hall, Vandenburg Hall, Sijan Hall, Fairchild Hall, the Community Center, and the USAFA Preparatory School.

6. Focus Area: Curriculum: Brigadier General Marks, Commandant of Cadets, delivered a briefing on the changes coming to Cadet Training derived from three separate sources. The Service Academy Gender Relations Survey (SAGR) from 2022 and the On-Site Installation Evaluation Report (OSIE) from 2023 highlighted the need for the Academy to change the culture of the Cadet Wing and the associated training, while SecAF and CSAF directed a shift in focus to GPC, highlighting a focus on Air Force Force Generation (AFFORGEN), Agile Combat Employment (ACE), Mission Command, and Ready Airman Training concepts.

These new emphasis points have driven changes to the Academic Year (AY) Cadet Training, beginning in the classroom with new lessons and hands-on activities with a focus on leadership progression across all four years of training, spanning the concepts of followership, supervision, leading teams, and taking command. Additionally, warfighting development is enhanced in each AY through Fall Exercises in October that focus on readiness and mission command, and culminating in the Spring with the Culminating Exercises that focus on integrating readiness skills and more complex mission command.

On top of all the curriculum and training updates, the Academy is codifying a stronger feedback loop with an emphasis on continuous improvement to training using progress tracking mechanisms, in-depth after-action reports, and hot wash sessions focused on refining future training and education for Cadets. With the newly placed emphasis on hands-on training,

exercise scenarios, and robust classroom lessons, Cadets will graduate as fully qualified category 2 Mission Ready Airmen, meeting SecAFs intent for leaders that are ready to lead on day one and win in the Great Power Competition environment in which the USAF and USSF operate.

7. Focus Area: Resources: Col Amy Glisson, 10th Air Base Wing Commander, briefed the BoV on a new vision for resourcing the Academy, Base Operating Support-Integrator – University (BOS-I-U). BOS-I-U is an attempt by the Academy and the 10th Air Base Wing to show how BOS at USAFA differs from the rest of the Air Force and therefore is disadvantaged working through the standard Air Force corporate process for funding. Col Glisson highlighted the fact that USAFA is the only location in the Air Force that runs a 4-year undergrad program, houses 4K+ students, must meet athletic facility requirements established by the NCAA, has an active Air Force base cemetery with other 2,500 internments, hosts over one million visitors annually, and hosts more than 12 “air show” level event annually (CORONA, Graduation, home football games, etc.).

The extra requirements levied on USAFA are often double the accepted Air Force Common Output Level Standards (AFCOLS) funding limit, or no AFCOLS exists to fund the requirement, making it difficult for USAFA to secure the requisite funding just to maintain the facilities currently constructed. Additionally, the dormitory Sijan Hall is in dire need of a renovation but has not made the cut through the unfunded request process, leaving the potential for Phase 1 of the renovation planned to start in 2025 to be delayed, having lasting impacts on Cadet morale, living conditions, and the Academy’s ability to recruit top talent. Finally, Col Glisson emphasized a benchmark for the new BOS-I-U concept in the Department of the Navy, which corporately recognizes the fact that the Naval Academy is different from any other Naval Installation and needs to be treated as such during resourcing decisions.

8. Public Comments: Comments were submitted from the below two organizations, see Attachment 2:

a. USAFA Women Grads: An email was submitted by the USAFA Women Executive Leadership Team. The organization is working with USAFA, along with the other Federal Service Academies (FSA)s to put together an event to celebrate 50 years of women at USAFA in 2026. To aid their efforts, they are engaging the BoV to seek advice and support in ensuring a successful celebration, as well as open a line of communication for further discussion. The USAFA Women Grads was thanked by the Board for their inquiry and provided a note of support from Maj Gen (ret) James Johnson, USAFA BoV Chairman.

b. Zoomies Against Sexual Assault (ZASA): An email was submitted by Ms. Kathryn Smith, Executive Director of ZASA, multiple questions were raised with respect to USAFA’s SAPR program prevention efforts, restricted vs. unrestricted reporting numbers, “Let’s Be Clear” Campaign metrics, funding for prevention programs at USAFA, and a request for the findings of USAFA’s EAAA pilot program. Ms. Strickland addressed the questions posed by ZASA, through the Action Item Review and by aiming to move away from asking for funding or specific programs and towards overarching and broad prevention program funding.

9. Action Item Review: Mr. James Wilmer, Assistant USAFA BoV Designated Federal Officer, facilitated a review of the following action items:

Item	Description	Status	Brief Explanation
1	<u>SAPR Budget and Resources</u> - 2018: provide financing status update	Open	Still working on long-term financial solution.
2	<u>Enhanced Assess, Acknowledge, Act (EAAA)</u> - 2020: provide program update	Closed	EAAA was found to not impact prevalence of harmful behaviors and will not be provided in the future.
3	<u>Space Education Center</u> - 2022: provide plans/funding update	Open	Design funds secured; 2807 Form required to move forward in design process (in coordination).
4	<u>Military Professor Copyrights</u> - 2022: provide status on securing copyrights by military professors	Open	July 2024 update: Language included in the House version of NDAA section 1750.
5	<u>USAFA "Let's Be Clear" Campaign Plan</u> : provide an update on the progress of the plan	Closed (see 8)	Campaign Plan continues; Provide update on phases in progress and address measurements of effectiveness. Consolidated into new action item.
6	<u>USAFA Strategic Plan</u> - 2023: provide an update on the progress of the plan with respect to SAPR issues	Closed (see 8)	Provide clarification of the measures of effectiveness for milestone tracking. Consolidated into new action item. Specifically highlight how USAFA's comprehensive plan addresses ISDV Prevention and how it addresses ISDV Response. Include specific Risk and Protective Factors, interventions, implementation timelines, expected outcomes, actual performance, resource requirements.
7	<u>Address Gender Disparity in Targeted Training</u> - 2023: as EAAA is evaluated, discuss other programs that may be added to balance gender disparity in training hours.	Closed	Pending review of targeted training and EAAA report; provide a way forward with all targeted training. No disparity exists with ending of EAAA.
8	<u>Update on Strategy for the Prevention of Harmful Behaviors</u> – 2024: encapsulates Let's Be Clear/Climate Transformation Task Force efforts	New	USAFA requires timely access to relevant survey data (even raw data) and the ability to ask other relevant DEOCS questions to create, implement and evaluate the most effective prevention strategy.
9	<u>Update on USAFA's Progress in Response to SecAF's Direction for Reoptimization</u> - 2024	New	Specific focus on military education and academic curriculum.

10	Update on BOS-I-U – 2024: Establish BOS-I-U as new framework to improve AF’s focus on USAFA’s focus on most important issues of health and safety.	New	In the near term, issues include Sijan Hall, USAFA watershed, wildfire risk/mitigation.
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10. **Vice Superintendent Remarks:** The Superintendent thanked the BoV meeting planning team, all presenters, and BoV board members for USAFA partnership.

11. **Chairman’s Concluding Remarks:** The Chairman relayed his intention to continue holding BoV meetings at USAFA due to the Washington, D.C. location’s added layer of complexity with congressional scheduling in addition to the limited opportunity for cadet and faculty interaction. 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.

12. **Meeting Adjourned:** 1140 (MST).



ZACHARIAH D. GONYEA, Maj, USAF
Executive Secretary, USAFA Board of Visitors



JAMES C. JOHNSON, Maj Gen, USAF (ret)
Chairman, USAFA Board of Visitors

Attachments:

1. Attendance Roster
2. Public Comments

DISTRIBUTION:

USAFA Board of Visitors Members & Support Staff

Attachment 1: Attendance Roster

Title/Rank	Name	Position	Attendance
USAFA Board of Visitor Members			
Major General (Ret.)	James Johnson	Chair, USAFA Board of Visitors	In-Person
Ms.	Jenna Ben-Yehuda	Vice Chair, USAFA Board of Visitors	In-Person
Senator	Tammy Baldwin	U.S. Senate, Wisconsin	Virtual
Senator	John Hickenlooper	U.S. Senate, Colorado	Virtual
Representative	Doug Lamborn	U.S. House of Representatives (CO-05)	Virtual
Representative	August Pfluger	U.S. House of Representatives (TX-11)	Virtual
Honorable	Eric Fanning	Board Member	Virtual
Honorable	Laura Pulzone	Board Member	Virtual
Commander (Ret.)	Zoe Dunning	Board Member	In-Person
Dr.	Hila Levy	Board Member	In-Person
Senator	Steve Daines	U.S. Senate, Montana	Not Present
Senator	Mazie Hirono	U.S. Senate, Hawaii	Not Present
Representative	Don Bacon	U.S. House of Representatives (NE-02)	Not Present
Representative	Don Davis	U.S. House of Representatives (NC-01)	Not Present
Colonel	Wesley Spurlock	Board Member	Not Present
USAFA Senior Leadership			
Major General	Tom Sherman	Vice Superintendent, USAFA	Present
Brigadier General	Gavin Marks	Commandant of Cadets	Present
Brigadier General	Linell Letendre	Dean of Faculty	Present
Mr.	Nate Pine	Director of Athletics	Present
Ms.	Jennifer Block	Executive Director of Athletics	Present
Colonel	Matt Husemann	Special Assistant to the Commander	Present
Colonel	Mark Landez	Commander, Preparatory School	Present
Colonel	Joel Brown	Director, Center for Character & Leadership Development	Present
Ms.	Leslie Forrester	Deputy Director of Staff	Present
Ms.	Gail Colvin	Director of Staff	Present
Colonel	Amy Glisson	Commander, 10 th Air Base Wing	Present
Ms.	Sonja Strickland	USAFA SAPR	Present

Attachment 2: Public Comments

USAFA Women Grads

Dear Members of the USAFA Board of Visitors,

The USAFA Women alumni affinity organization of the USAFA Association of Graduates (AOG) was recently established to unite and inspire all generations of USAFA women. We are excited to announce that we are working with USAFA leadership and the AOG to celebrate 50 years of women at USAFA in 2026!

USAFA Women is also spearheading discussions with alumni organizations from all Federal Service Academies (FSAs) to share ideas and plan joint events in 2025-26 to celebrate 50 Years of Women at the FSAs.

We are reaching out to the USAFA Board of Visitors to seek your advice and support in ensuring a successful celebration. If you are interested in meeting with the USAFA Women leadership team to discuss this further, please contact Tanya Hurwitz, USAFA '95, at usafawomengrads@gmail.com.

Thank you for your time and consideration.

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USAFA Women Grads Executive Leadership Team

Tanya Hurwitz '95, Jackie Garcia '85,
Gretchen Cook '87, Amanda Kato '92,
Sarah d'Eon '82, Carolyn Benyshek '87

USAFAWomenGrads@gmail.com

<https://www.facebook.com/groups/usafawomen>

<https://www.linkedin.com/in/usafa-women>

<https://www.instagram.com/usafawomen50>

Zoomies Against Sexual Assault

1. Restricted vs Unrestricted Reporting: The most recent SAPR reports for both the MSAs (APY22-23) and the DoD (FY23) highlight significant differences in reporting types that indicate further investigation is required to understand why they differ.

- The MSAs show that the majority of reports are Restricted (56%) versus Unrestricted (44%) while the DoD reports are Restricted (37%) versus Unrestricted (63%). Is it an issue with Academy culture that cadet reports differ from those active-duty reports from officers and enlisted troops?

- Additionally, males at the MSAs more inclined to file restricted reports (they account for 21% of restricted reports) than unrestricted (where they account for 9% of the unrestricted reports) while their male counterparts in the DoD have roughly the same percentage (they account for 25% of restricted reports and 24% of Unrestricted reports). Again, does this reflect stigma or distrust in the USAF Academy leadership environment?

2. Has USAFA established metrics for the “Let’s Be Clear” Campaign? If USAFA does have metrics in place for separate activities under the “Let’s Be Clear” Campaign, will those metrics be compared to the results of the SAGR Survey to be released in 2025 to determine the effectiveness of the campaign in order to evaluate prevention efforts?

3. The DoD SAPR Report for FY23 showed significant improvement in the prevalence rate of sexual assault in the military which can be viewed as a high level indicator of the effectiveness of their recent prevention efforts. Do the MSAs have an understanding of how their prevention efforts align with the DoD and whether they should expect to see similar results in 2025?

4. Is there adequate funding for prevention programs at USAFA or does USAFA need an increase in appropriations or grant funding? (e.g., EAAA)

5. During the 24 August 2023 Board of Visitors meeting, Sonja Strickland announced that the EAAA pilot program was complete and that they were assessing the data. What were the findings for USAFA’s EAAA pilot?

VR Kathryn Smith, Executive Director

Executive Board, Zoomies Against Sexual Assault

Our Mission: "To unite USAFA Cadets past and present to combat sexual assault, sexual harassment and victim/survivor abuse at USAFA"

