



UNITED STATES AIR FORCE ACADEMY BOARD OF VISITORS

23 October 2024

MEMORANDUM FOR DISTRIBUTION

FROM: USAFA BoV Executive Secretary

SUBJECT: October 2024 Board of Visitors (BoV) Meeting Minutes

1. **Meeting:** Wednesday, 23 October 2024 at 0700 (MST). Board members and the public attended virtually via Microsoft TEAMS.

2. **Agenda:**

23 October 24 - Board of Visitors Meeting: Agenda Summary	
Item	Description
1	Opening Remarks
2	Superintendent's Update
3	USAFA Priority: Warfighters to Win
4	USAFA Priority: Leaders of Character and Quality
5	USAFA Priority: Critical Thinkers to Adapt
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 expressed how this meeting is a chance for the BoV to reaffirm its mission; to support the development of leaders of character who can thrive in an increasingly complex world. The Chairman also recapped previous BoV/USAFA engagements throughout 2024, highlighting the Academy's focus on evolving how it operates, ensuring that cadets are equipped with the skills required to lead effectively in the dynamic and multi-domain world where the Air and Space Forces operate. Finally, the Chairman emphasized the persistent challenges faced by the Academy around the prevention of harmful behaviors that can undermine climate and culture before turning the meeting over to the USAFA Superintendent.

4. **Superintendent's Update:** Lieutenant General Bauernfeind, USAFA Superintendent, opened his remarks by emphasizing the evolving threat posture that the Department of the Air Force finds itself currently in, with China intent on raising its profile as a world power and challenging the US in the Indo-Pacific region, continued turmoil in the Middle East, and the Russian invasion of Ukraine destabilizing Eastern Europe and challenging our NATO alliance as the three main focus areas globally. In response to those threats, the Superintendent offered the Academy's three updated priorities for the institution; (1) Develop warfighters to win, (2) Develop and

commission leaders of character, and (3) Develop critical thinkers to adapt. Each of these priorities have been made more important by the strategic global environment that the Air Force finds itself in, with China as it's 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 Warfighters to Win: The Superintendent highlighted that the priority of “developing warfighters to win” has been baked into every portion of a cadet’s experience at the Academy. Whether it be in the Faculty Department where the focus has been on having hard conversations with cadets surrounding military strategic studies and the Law of Armed Conflict, integrating the same emphasis throughout the academic program. In the Athletic Department, training capabilities are being built out to replicate the fields of friendly strife that provide invaluable real-world experience to cadets whether through intercollegiate athletics or a newly emphasized intramural sports program, focusing on how to build teams and teaching the grit and determination so often required to win. Finally, the Commandant of Cadets is optimizing the cadet training program, inculcating the military training maximums of “shoot, move, and communicate” that are ever present in the agile combat employment functions inherent in how joint warfighting takes place. This emphasis leads to cadets being confident with their weapons, able to setup forward operating bases, defend against enemy attacks, and be proficient with rapid life saving measures. The successful culmination of these efforts and changes will meet the Academy’s vision of developing warfighters to win.

b. Develop and Commission Leaders of Character: The Superintendent emphasized that developing and commissioning leaders of character remains a priority at USAFA; bolstered by a focus on values that the Academy holds dear like the honor code, service core values, courage, grit, determination, teamwork, and the ability to lift each other up to greater success. These values are inculcated throughout all aspects of the cadet experience at the Academy; through embracing difficult conversations in philosophy courses with the department of faculty, learning about the Law of Armed Conflict and what it means to make the right decisions as a leader when the information is not always clear, and building a team first mentality and testing cadet courage on the athletic fields. Character development is in the forefront of everything the Academy does.

c. Develop Critical Thinkers to Adapt: The Superintendent amplified the need for adaptable and flexible leaders required by the Air Force to meet all current and future geopolitical challenges that the cadets will be stepping into as Lieutenants when they commission. The entire cadet experience at the Academy is being built to aid in the development of critical thinking skills through academics, athletics, and military training exercises that adapt and change in response to the decisions and actions that the cadets make.

5. USAFA Priority – Warfighters to Win: Colonel Huseman, Special Assistant to the Superintendent delivered a briefing on the progress being made in the “Warfighters to Win” concept and Colonel Glisson, 10th Air Base Wing Commander delivered a briefing on the Base Operating Support – Integrator USAFA (BOS-I-USAFA) concept and facilities construction and repair update.

a. Warfighters to Win: Great Power Competition is the driving force requiring the Academy to commission officers who are ready and prepared to lead on day one in the US Air Force and Space Force. This driving force has led the Academy to place a higher emphasis on establishing a readiness and warfighter training mindset, evident in the addition of large blocks of hands-on/field training time to the curriculum, culminating with a four-class annual Crucible Exercise. The updated training curriculum and Crucible Exercise hone and test cadet readiness skills such as Agile Combat Employment (ACE), Integrated Base Defense, Active Threat Response, Basic Communications, Small Arms, Land Navigation, Survival, Medical Care, and Chemical, Biological, Radiological, and Nuclear (CBRN). In addition to overhauling the training curriculum, the Academy has also readjusted the Cadet Squadron Structure and 4 Class System, placing a larger emphasis on mirroring standard Air Force operational units; where the 4th Class and 3rd Class cadets focus on followership principles and basic leadership development, while the 2nd Class and 1st Class cadets hone more complex leadership skills and practice those skills in leadership positions such as Flight Commander or Chief, Squadron Executive Staff, A-Staff, and Squadron Commander. Finally, the concept of developing a strong warrior ethos has been amplified through strong healthy relationship education and training, social decorum training, and an emphasis on managing overall cadet health. Each of these concepts and training adjustments will empower the Academy to meet its goal to commission leaders that are ready and prepared to lead on day one, forged by demanding training in a time of consequence.

b. BOS-I-USAFA: The Academy has had some initial success in building out its BOS-I-USAFA concept at the corporate Air Force level, providing a better understanding of and aligning its resources to better meet the unique requirements of a Military Service Academy that exceed the Department of the Air Force installation standards. There has been positive collaboration across Air Education and Training Command, Air Force Installation and Mission Support Center leading to a thorough review of various on-site facilities and communications networks, assistance with food operations at Mitchell Hall Dining Facility, additional expertise in developing Combat Support Training Ranges, and a commitment for a visit in November aimed at validating the BOS-I-USAFA requirements. The Academy has seen some success with their ongoing major construction projects with the Kucera Legacy Center (Football Stadium) open for business, and continued work on the Cadet Chapel, Madera Cyber Innovation Center, and Hosmer Visitors Center at True North Commons. Positive updates on these renovation projects, future renovation projects, and further acceptance and recognition of the validity of the BOS-I-USAFA concept will be key to ensuring that the facilities optimize the Academy's ability to recruit, teach, and train cadets that can meet the USAFA priority to develop premier "Warfighters to Win."

c. Chairman Johnson inquired about specific individual and team assessments that evaluate critical thinking, adaptability, inclusivity, and emotional intelligence. The Superintendent explained that training will focus on developing skills like teammate-followership, frontline leadership, and unit leadership, with clear standards and performance expectations. The culminating exercise will replicate agile combat employment scenarios, testing cadets' ability to adapt, innovate, and execute under pressure. This approach emphasizes practical skills and real-world application over traditional methods. Representative Bacon commented that he loves the focus on the

warfighter. He added, "...that's what the Academy should be about, and if we take our eyes off warfighting, it detracts from our military service, so I want to commend that focus." Honorable Fanning asked the Superintendent how the academy determines what soft training is done in a focused approach on campus, and what soft training is incorporated even opportunistically into the hard skills training that is accomplished in the field, and how are the trainers developed to reinforce the skills in the moment when you're doing the hard skill training. The Superintendent asked to defer the answer to the Leaders of Character and Quality session because he said the context of that session provided a better opportunity to address it. Colonel Makros later shared that hard skills are the technical abilities cadets acquire, while soft skills are the interpersonal and leadership competencies they develop to effectively interact with and lead their peers.

6. USAFA Priority – Leaders of Character and Quality: Major General Sherman, USAFA Vice Superintendent provided an update to the Climate Transformation Task Force (CTTF), Colonel Makros, Chief Learning Officer delivered a briefing on the updates to the Academy's Four-Class System, and Ms. Sonja Strickland, Director of Integrated Prevention and Response updated the BoV on the Academy's efforts towards Integrated Prevention and Response to harmful behaviors. Each of these updates centered around the Academy's efforts to develop leaders of character and quality.

a. Climate Transformation Task Force: The continuous feedback and evaluation process inherent in CTTF operations have resulted in the review of 14 recommended actions, and creation of 125 milestones and 555 sub-tasks. Each of these actions and charges have been instrumental in guiding the Academy towards a more positive environment centered around a zero-tolerance policy towards harmful behaviors. The CTTF was one of the leading forces behind the necessary update to the Four-Class system, establishment of the Team Captain Enhancement Program, and implementation of the Healthy Relationship Education and Training all leading towards positive and impactful changes to the overall morale and environment at the Academy.

b. Updates to USAFA's Four-Class System: On top of developing warfighters to win, the updates to the Four-Class system have broad reaching effects on the Academy's ability to develop leaders of character. The emphasis of the updated Four-Class system emphasizes the development journey of a cadet; taking them through the followership basics mastered by the junior enlisted ranks, front line supervision skills of the non-commissioned officer corps, team leading concepts of the senior non-commissioned officer corps, culminating in the mastery of unit level leadership expected of newly commissioned officers in the Air and Space Force. Cadets are challenged to receive and provide honest and hard-hitting feedback and mentorship up and down the cadet corps with a focus on cementing the Service core values and Academy honor code. Aligned with these programmatic changes, the Academy is also adapting how it documents cadet training with a training folder concept that mirrors performance reporting similar to Active Duty service, culminating with newly graduated Lieutenants being able to take an Air Force training report with them to their first duty station.

(1) Chairman Johnson asked for more fidelity on how "content, dose, and delivery" are being focused across the cadets' 4-years of development to ensure the most effective learning. Colonel Makros reviewed how the academy is using a structured training

approach for cadets, combining both vertical and horizontal training methods. Colonel Makros explained that the academy uses a structured training approach that combines vertical and horizontal training methods. Vertical training involves specific training for each class year, such as field skills for fourth-class cadets. Horizontal training involves refresher training for all classes, with upperclassmen mentoring and leading the sessions. Cadets practice these skills and demonstrate their proficiency in culminating exercises. This approach ensures continuous learning and skill development throughout their time at the academy.

c. Integrated Prevention and Response: The briefing provided an update on four key areas of the Academy's 2024 Key Prevention and response Efforts; Cadet Healthy Personal Skills Training (CHiPS), Sexual Communication and Consent (SCC), Embedded Sexual Assault Prevention and Response (SAPR) and Equal Opportunity (EO) Services, and Healthy Relationships Education and Training (HRE/HRT). Each of these efforts has made strides in improving the Academy's overall prevention posture and has brought benefits across the full spectrum of training and education at the Academy. Ms. Strickland also highlighted the very successful "Take Back the Night Event," where eight brave survivors shared their experience, recovery, and growth along with the necessary support from leadership that helped power their recovery journey. The event was well received by all in attendance and has helped promote the necessary conversations across campus. While there is always room to improve and evolve integrated prevention and response efforts, the Academy is committed to continued progress in this area.

(1) Chairman Johnson asked to see the timeline with expected outcomes, detailing the behaviors the Academy aimed to reduce and prevent, and the current results compared to the expectations for the interventions. This would help the board identify opportunities for support. Chairman Johnson also highlighted his positive impression of the prevention work Brigadier General Letendre was leading with the faculty. General Letendre provided more insight for the board, highlighting that the faculty conducted a comprehensive review using evidence-based research to identify six key skill sets to integrate across the curriculum to help reduce sexual assault. These skills include having tough conversations and understanding consent. A gap analysis was performed to see where these skills are already being taught, such as in major capstone classes and engineering courses. The faculty also identified five pedagogical skills needed to better teach these interpersonal skills. This data was presented at a national discussion and a recent conference. The next steps include using character development time to enhance these teaching skills, continuing the gap analysis, incorporating these skills into new faculty orientation and ongoing education, and updating curriculum and learning objectives as needed.

7. USAFA Priority – Critical Thinkers to Adapt: Brigadier General Letendre, Dean of Faculty provided an overview briefing on the efforts that the Academy is taking to develop leaders that are critical thinkers to adapt. The Academy has established nine institutional outcomes that it hopes to achieve through the focus of the Critical Thinking to Adapt priority; critical thinking, ethics and respect for human dignity, scientific reasoning and the principles of science, clear communication, the human condition (cultures and societies), leadership, teamwork and organizational management, national security of the American republic, warrior ethos as Airmen and Guardians, and Application of engineering problem solving methods. Each

of these institutional outcomes are being supported through more rigorous curriculum that are being constantly evaluated for effectiveness and adjusted to ensure they are optimized to prepare cadets to meet future challenges that they will face upon graduation. On top of adjusting the overall curriculum, the Academy is also moving ethics education earlier in a cadet's journey at the Academy, laying the foundation for moral leadership and guiding cadets to make sound decisions at a younger point in their development path, further cementing the honor code and core values throughout the entirety of the cadet experience.

a. Honorable Fanning asked for the Superintendent's opinion about the primary priority being to produce warfighters to win, with everything else serving as critical elements or enablers, and tying all efforts to the mission of producing warfighters makes it easier to explain their importance to cadets and observers of the Academy. The Superintendent was grateful for the question and insight about the intricacy of the Academy's development of future officers and offered to share more at the next board meeting as the Academy continues to transform its academic and professional development curriculum.

8. Public Comments: Comments were submitted from the below two sources:

a. Mr. Robert Waller: Mr. Waller is an Academy graduate from the class of 1972 and he requested an update on the Chapel restoration project. Mr. Waller's comment was addressed by Col Glisson during the construction update portion of her BOS-I-USAFA update.

b. Zoomies Against Sexual Assault (ZASA): Submitted by Ms. Kathryn Smith, Executive Director of ZASA, multiple questions (attached to this memorandum) were raised with respect to USAFA's SAPR program prevention efforts, 2023 and 2024 Military Service Academy On-Site Installation Evaluation data, results from the most recent Defense Organization Climate Survey (DEOCS), and the Academy's progress in regards to expanding AOC Sexual Assault and Harassment training. Ms. Strickland addressed the questions posed by ZASA, through the Action Item Review and during her Integrated Prevention and Response briefing.

9. Action Item Review: The Executive Secretary, facilitated a review of the following action items. No existing action items were closed and no new action items were opened.

Item	Recommendation	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>Space Education Center</u> – 2022 Provide plans/funding update	Open	Design funds secured, 2807 Form required to move forward in design process...in coordination
3	<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 the NDAA section 1750
4	<u>Update on Strategy for the Prevention of Harmful Behaviors</u> – 2024: encapsulates Let's Be Clear Campaign. Climate Transformation Task Force efforts	Open	- 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.

			- 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.
5	<u>Update on USAFA's Progress in Response to SECAF's direction for Re-optimization – 2024</u>	Open	Specific focus on military education and academic curriculum
6	<u>Update on BOS-I-USAFA – 2024</u> Establish BOS-I-USAFA as a new framework to improve AF's focus on USAFA's focus on most important issues of health and safety	Open	In the near term, issues includes Sijan Hall, USAFA watershed and wildfire risk/mitigation

10. **Vice Superintendent Remarks:** The Vice Superintendent thanked the BoV meeting planning team, all presenters, and BoV board members for USAFA partnership.

11. **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 and their continued commitment to supporting the BoV.

12. **Meeting Adjourned:** 1057 (MST).



ZACHARIAH D. GONYEA, Maj, USAF
Executive Secretary



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

Attachment:

1. Board of Visitors Attendance Roster, 23 October 24
2. Public Comments

DISTRIBUTION:

USAFA Board of Visitors Members & Support Staff

Attachment 1: Board of Visitors Attendance Roster – 23 October 24

Title/Rank	Name	Position	Attendance
USAFA Board of Visitor Members			
Major General (Ret.)	James Johnson	Chairman, USAFA Board of Visitors	Virtual
Ms.	Jenna Ben-Yehuda	Vice-Chair, USAFA Board of Visitors	Virtual
Honorable	Eric Fanning	Board Member	Virtual
Senator	Tammy Baldwin	U.S. Senate, Wisconsin	Represented
Senator	Steve Daines	U.S. Senate, Montana	Not Present
Senator	John Hickenlooper	U.S. Senate, Colorado	Represented
Senator	Mazie Hirono	U.S. Senate, Hawaii	Not Present
Representative	Don Bacon	U.S. House of Representatives - Nebraska, 2nd District	Virtual
Representative	Doug Lamborn	U.S. House of Representatives - Colorado, 5th District	Represented
Representative	August Pfluger	U.S. House of Representatives - Texas, 11th District	Virtual
Dr.	Laura Pulzone	Board Member	Virtual
Colonel	Wesley Spurlock	Board Member	Virtual
Commander (Ret.)	Zoe Dunning	Board Member	Virtual
Dr.	Hila Levy	Board Member	Virtual
USAFA Senior Leadership			
Lieutenant General	Tony Bauernfeind	Superintendent, USAFA	Virtual
Major General	Tom Sherman	Vice Superintendent, USAFA	Virtual
Colonel	Matt Husemann	Special Assistant to the Commander	Virtual
Chief Master Sergeant	Heriberto Diaz, Jr.	Command Chief, USAFA	Not Present
Brigadier General	Gavin Marks	Commandant of Cadets	Virtual
Brigadier General	Linell Letendre	Dean of Faculty	Virtual
Mr.	Nate Pine	Director of Athletics	Not Present
Ms.	Jennifer Block	Executive Director of Athletics	Virtual
Colonel	Mark Landez	Commander, Preparatory School	Virtual
Colonel	Joel Brown	Director, Center for Character & Leadership Development	Virtual
Ms.	Leslie Forrester	USAFA Deputy Director of Staff	Virtual
Ms.	Gail Colvin	USAFA Director of Staff	Virtual
Colonel	Amy Glisson	Commander, 10 th Air Vase Wing	Virtual
Ms.	Sonja Strickland	USAFA SAPR	Virtual
Colonel	Nancy Taylor	Commander, 306 th Flying Training Group	Not Present
Lt Col	Adam Wasinger	Headquarters Space Detachment	Not Present
Chief Master Sergeant	Matthew King	Senior Enlisted Leader, Commandant of Cadets	Not Present
Chief Master Sergeant	Jeremy Schoneboom	Command Chief, 10 th Air Base Wing	Not Present
Senior Master Sergeant	Mitchell Terral	Senior Enlisted Leader, 306 th Flying Training Group	Not Present
Chief Master Sergeant	Alonzo Watson	Senior Enlisted Leader, Preparatory School	Not Present
Senior Master Sergeant	Patrick Hunt	Senior Enlisted Leader, Center for Character & Leadership Development	Not Present

Attachment 2: Public Comments

Mr. Robert Waller

Dear Members of the Board of Visitors,

Thank you for all you are doing for the Academy and for your efforts to make USAFA a top-notch service Academy that produces leaders of character for the challenges of the future.

Since the Academy's focus is to produce men and women of solid character, why are we so tolerant of the embarrassingly slow pace on restoring the Chapel, which is the focal point of the Academy's Character and Spiritual formation? The Cadets need a moral focal point! Word is that the project, that was to take 3-5 years, has now been extended to 2029, almost 10 years! If that is correct, why is this tolerated? On many occasions Cadets have expressed their disappointment with having to attend services (of all faiths) in a conference room, lecture hall, or ballroom setting. Sadly, they often vote with their feet.

I realize that the project is very complicated, but there seems to be little motivation to meet deadlines. When the nation faced a crisis in WWII, manufacturing armaments and building the pentagon, etc, we met the challenge. That drive certainly seems missing in restoring the Chapel. Can longer and/or extra work shifts not be undertaken? Priorities seem to be working successfully on the stadium update, the hotel, the visitors' center and the new building next to Doolittle. What are our priorities? Is there nobody advocating for the Chapel? Its absence certainly hurts the Character Development of the Cadets as well as the reputation, attraction for, and the appearance of the Academy.

Thank you for your attention.

Respectfully,
Robert Waller '72

Zoomies Against Sexual Assault (ZASA):

In accordance with [41 CFR 102-3.105\(j\)](#) and section 102-3.140 and section 1009(a)(3) of FACA, Zoomies Against Sexual Assault (ZASA) submits the following:

We are appreciative of the efforts that the Academy leadership has taken to address the Academy culture and the impact of Sexual Assault and Sexual Harassment at the United States Air Force Academy on the overall readiness of future officers to serve in our Air And Space Forces. We were pleased to have been included in the recent National Discussion, “Transforming Culture to Eradicate Sexual Violence”

To that end, we have several issues or questions which pertain to this topic.

1. The 2023 Military Service Academy (MSA) On-Site Installation Evaluation (OSIE) reported that USAFA cadets characterize the campus a “prison” and that they need an escort to seek physical or mental health care, and transportation to receive outside care is unavailable or difficult to access. Has USAFA implemented plans to ensure cadets are informed as to the available care, have access to transportation and permission to seek it, and feel physically and mentally safe to ask for, travel to, and receive care?
2. Has the 2024 OSIE been completed and has the report been released?
3. Has the “Safe to Report” policy received a more robust assessment as directed by the the 2023 OSIE report?
4. What were the 2023 objective assessments of the three prevention programs that USAFA chose to evaluate during 2023? Is there a justification for discontinuing the Enhanced Access, Acknowledge, Act (EAAA) resistance program at USAFA?
5. According to the Defense Organization Climate Survey (DEOCS) 39 of the 40 squadrons required a Commander Action Plan for either sexually or racially harassing behaviors. What made the one squadron unique? Was it evaluated and did it generate best practices for the other squadrons to implement?
6. Has USAFA expanded AOC training with respect to Sexual Assault and Harassment as indicated during the “Opportunities for Improvement” as evidenced during the CCA review?

Kathryn L. Smith, USAFA ‘82

Executive Director, Zoomies Against Sexual Assault

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