



**UNITED STATES AIR FORCE ACADEMY
BOARD OF VISITORS
WASHINGTON, DC 20330**

MEMORANDUM FOR DISTRIBUTION

FROM: USAFA BoV Executive Secretary

SUBJECT: Minutes – USAFA Board of Visitors Committee Meeting

1. **Meeting:** Thursday, 24 August 2023 at 0830 (MST) at the United States Air Force Academy (USAFA), Colorado. Board members attended both in-person and virtually via Zoom. The public attended virtually via Zoom.

2. **Agenda:**

24 Aug 23 - Board of Visitors Meeting: Agenda Summary	
Item	Description
1	Opening Remarks
2	Superintendent's Update
3	Change in the Profession of Arms
4	Institute for Future Conflict
5	Training for Future Conflict
6	Future Conflict Curriculum
7	Training for Future Conflict
8	Admissions Update
9	Let's Be Clear Updates
10	USAFA Integrated Prevention and Response
11	Public Comments
12	Action Item and Due-Out Review
13	Superintendent Remarks
14	Chairman's Concluding Remarks

3. **Opening Remarks:** The Honorable Eric Fanning, USAFA BoV Chairman, opened the meeting by welcoming board members and all other participants.

4. **Superintendent's Update:** Lieutenant General Richard Clark, USAFA Superintendent, highlighted his three 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. Develop Leaders of Character: The Superintendent provided an overview of the Academy's recent graduating class of 921 lieutenants, with a commissioning breakdown of 808 into the USAF, 93 into the USSF, 8 cross commissioned into other services, and 12 international graduates. Also highlighted were the graduating class's many accomplishments including the granting of many prestigious scholarships, a record-setting 234 lieutenants enroute to graduate

school, and graduate 2d Lt Jamie Lundy who was selected at the USAF's 2023 Cadet of the Year. The Superintendent introduced the Academy Oath Project, a cadet and faculty partnership project aimed at educating and providing an immersion for cadets on the oath of office. In addition to briefing USAFA basic cadets on the initiative, the Oath Project team had the opportunity to share the project with West Point first class cadets. The Superintendent provided an Honor update, with a reminder that it has been two years since the Honor redesign. Noting that the 20-year average for Honor cases is 137, USAFA saw 62 cases in 2021-2022 and 81 cases in 2022-2023. While the trend's sharp decrease is unknown, the Superintendent stated they are satisfied with the progress and will continue to evolve the Honor process along with the academy. Finally, the Superintendent spotlighted I-Day, where dignity and respect were the focus for 1,134 cadets who in-processed.

b. Prepare for Future Conflict: The Superintendent highlighted several examples of USAFA's initiatives to prepare cadets for future conflict. This past summer, as done over the last few years, the intercollegiate team captains enhancement program traveled to Gettysburg for leadership lessons, team building, and developmental opportunity. Team captains reflected on leadership and the profession of arms and took their experiences back to their respective teams and cadet squadron. As part of the Cadet Summer Research Program (CSRP), some cadets participated in Task Force - 99 at Al Udeid Air Base, Qatar. During the program, cadets worked in the AFCENT innovation cell, working real AF problems downrange. The AFCENT Commander lauded the cadets on their willingness to immerse into problem sets and view them through different lenses. The Superintendent also highlighted the Special Warfare orientation course as an inspiring program intended to not only prepare and immerse cadets (both USAFA and ROTC) with intensive training, but to allow Special Warfare Officers (SWO) to evaluate students and glean a sense of potential SWO candidates. Additionally, the Superintendent relayed the success of this year's Combat Survival Training (CST) which was the second year of the program being "full-up". The preponderance of the program took place at Fort Carson's Pinon Canyon which offers a space that emulates a desolate environment. This year, 40 ROTC cadets also participated in the program. Regarding development of the space education program, the Superintendent provided updates on both the Space education center and the Azimuth Space Program. Design funding has been secured for the Space Education Center, however notification to Congress via Form 2807 is required before the design process can proceed. The Superintendent noted that getting the Form 2807 submitted by the Air Staff is an area that the BoV could assist with. The Superintendent gave an overview of the Azimuth Space Program, describing it as preparation for cadets who want to enter the Space Force. Cadets are evaluated by Space Force officers as they participate in various programs offering an introduction to the space environment and are exposed to a multitude of space mission touchpoints (e.g., NRO, Buckley, Shriever, Cheyenne Mountain, Lockheed Martin, etc.). Finally, the Superintendent underscored the connection between Athletics and preparing for future conflict, highlighting the successes of the National Championship Boxing Team and the Mountain West Conference Track Team Champions. Athletics builds morale courage and mental toughness which prepares cadets beyond the fields of friendly strife.

c. Dignity and Respect for All: The Superintendent amplified the success of International Relations and the Security Cooperation Program. Last year, 138 cadets and 13 faculty were sent to 9 countries for the cadet summer language immersion program. Aside from language skills, cadets benefit culturally as they gain an understanding of what dignity and respect means in the

international environment, USAFA, and the broader DAF. The foreign academy exchange program also saw 38 USAFA cadets complete a semester exchange at 11 different countries, while 39 foreign exchange cadets came to USAFA. Additionally, 59 cadets exchange for the whole four years. The blend of international partners at USAFA adds a richness to the culture and feeds into the climate of dignity and respect. 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. DEI Director, Dr. Looney, has also helped move the culture forward at USAFA. The Superintendent highlighted Dr. Looney's work with the Athletic Department, including facilitating cadets' participation in this year's Black Student Athlete Summit at the University of Southern California. Students also participated in the STEM and Rated Diversity conference, Women's Leadership and Student Athletes conference, and a host of others. The Superintendent also detailed a Civil Rights Staff ride put on by cadets. In conjunction with West Point, USAFA cadets traveled to 12 states and historical sites with the goal of challenging cadets to speak to issues in a frame of civil discourse, to find answers that might break down barriers within the DAF and the country writ large. Finally, the Superintendent stressed that the Let's Be Clear campaign, which is moving along well, is the primary focus for USAFA.

5. Change in the Profession of Arms: Lieutenant General (Ret) Chris Miller, Center for Character and Leadership Development, delivered a briefing on changing ideas of how USAFA can evolve in respect to the profession of arms. USAFA must graduate officers who can fight and win in violent combat but who can also master, maneuver move through, and shape the non-kinetic and multidomain conflict environment. This path requires accelerating change in our most precious asset: people. Military professionals must learn to work more effectively across organizational boundaries with civil society entities that are key to national resilience. Cadets will enter a military where historically successful well-established national security habits and organizations must and will hopefully evolve with the combination of old and new threats. There is emphasis on core values while being a "leader of character" is enduring. Lt Gen Miller closed his brief by asserting that USAFA must prime cadets' desire to grow in military skill and sociopolitical wisdom.

6. Institute for Future Conflict: Dr. Gregory Johnsen, Associate Director of Institute for Future Conflict (IFC), delivered a briefing on the IFC including 1) describing the problem set surrounding the future of conflict, 2) discussing what the IFC is at USAFA, 3) detailing what the IFC has accomplished in partnership with some of the USAFA Mission Elements (ME) to help train cadets for future conflict, and 4) laying out vision for the future from the IFC in conjunction with the MEs. Dr. Johnsen stated that USAFA must 1) train cadets for what we think is going to happen, with humility that we are often wrong and 2) give cadets the insights, tools, and experiences to better anticipate & prevail in conflict. The IFC works well and sees itself serving the MEs while working hard to integrate within the departments to influence cadets. The IFC has 5 different audiences: Cadets, faculty, broader DoD, Public, IDE/ILE Fellows from Air & Space Force. These audiences offer various developmental opportunities for cadets (e.g., visits to the Pentagon, writing competitions, etc.). In shaping the future, IFC aims to have cadets take lessons learned from the past and apply them to new problem sets. Dr. Johnsen provided examples of development, teaching, and research accomplishments achieved by the IFC in conjunction with MEs: established an Information Warfare club, stood up warfighting minors, led cadet trips, and

more. Dr. Johnsen closed his brief by outlying the IFC vision for the year ahead. Future initiatives include creating an interdisciplinary course for strategic competition, set up a campus-wide fall essay and spring fiction contests (explore monetary incentives for cadets), and develop a publishing platform to showcase IDE Fellows work authored in collaboration with cadets.

7. Training for Future Conflict: Brigadier General Gavin Marks, Commandant of Cadets, provided an overview of “Why” USAFA trains, the effects and outcomes that USAFA trains to, and how USAFA goes about training for future conflict. USAFA trains for an uncertain and dynamic future through ME work that converges to produce leaders of character that possesses attributes across the nine USAFA Institutional Outcomes. The Commandant highlighted experiential experiences which include: Training, Rigorous Education, and Experiential Development. Cadets learn and practice skills through: Summer Programs (include BCT& CST), Silver Weekends (e.g., OPOD process), Commandant-Directed Development Time, and three Culminating Events (Commandant’s Challenge, Firstie Flag, and Recognition). Cadets also receive education through experiences such as the Warfighter Series and Intelligence briefs. At the conclusion of the Commandant’s brief, the Superintendent relayed to the Board that USAFA intends to continue offering strategic programing which brings cadets to the NCR including adding to the summer institutional program.

8. Future Conflict Curriculum: Brigadier General Linell Letendre, Dean of the Faculty, prefaced her brief by thanking the Board for assistance provided over the years from a statutory perspective. Board-assisted achievements include: securing civilian copyright legislation, obtaining two Permanent Professor Positions (Research professor just hired and second position hiring is underway), non-federal entity legislation, and efforts toward securing military copyright legislation and the paperwork reduction act. Moving onto the presentation, the Dean highlighted how Future Conflict is woven throughout the USAFA curriculum and walked through progress made toward furthering the “Prepare for Future Conflict” goal, one of the strategic goals of USAFA’s Strategic Plan. The DF’s purpose in furthering the “Prepare for Future Conflict” goal is to hone curriculum & outcomes to prepare Airmen and Guardians to understand global power competition and to lead accelerated changes in the multi-domain warfare of the future. The Dean highlighted the results of a Future Conflict curriculum review to include gaps identified and measures implemented. To get after more interdisciplinary curriculum, seven warfighting minors were created for a total of eight. The Dean noted that the scholars program serves as a test bed for some of the interdisciplinary courses. To augment faculty staffing, opportunities such as IFC contributions (e.g., IDE/IFC faculty) are leveraged to make a targeted difference. To target big data, a data science major was added in addition to infusing data science awareness and understanding across various departments. In terms of the nine institutional outcomes and their assessment and alignment, the Dean stated that a 2-year look is underway for fine tuning. A 4-year assessment period will commence in AY24-25 with a strategic group established to oversee each of the outcome teams. The Dean highlighted efforts to develop high-impact, experiential learning opportunities. One line of effort included the work and re-write of USAFA’s Mission Directive 12, published this summer, which cements research as part of USAFA’s mission. Additionally, the Dean underscored the importance of investing in facilities such as the Multi-Domain Lab, Madera Cyber Innovation Center, and the Aero Lab: all critical to offering experiential learning opportunities. Finally, the Dean highlighted the four statements of success: an integrated AF and USSF Academy (reiterating need for the Space Education Center), refined

institutional outcomes and assessment (work continues), established interdisciplinary warfighting minors (success, but looking for more opportunity), and a developed robust IFC (underway).

9. Training for Future Conflict: Mr. Nate Pine, Director of Athletics and Ms. Jen Block, Executive Director of Athletics highlighted two of the Athletic Department pillars which speak to future conflicts: 1) challenging leadership experiences in mentally & physically demanding environments and 2) forge a warrior ethos that instills a will to win (through varsity athletics, fitness testing, PE Classes, and intramurals). Mr. Pine spotlighted USAFA Alumni who honed their leadership skills at USAFA on varsity athletic teams. Ms. Block outlined the department's programming aimed to improve endurance, strength, and power over cadets' USAFA career. Looking ahead, the Human Performance Laboratory will partner with the IFC to embed a human performance researcher. To optimize performance at Division 1 athletics, hiring of a Sports Psychologist is underway. The department's overall focus is to optimize the human weapon system.

10. Admissions Update: Colonel Candice Pipes, Director of Admissions, provided an admission update which included an overview of USAFA Applicants and Appointees for the class of 2027, Class of 2028 Admissions updates, and CP28 Opportunity Districts. The Class of 2027 had a total of 10,118 applicants, an increase of 20.6% from the COVID-19 lull. Additionally, there was an increase in all demographic areas of applications and most areas were above the 5-yr average, apart from Women, Black/African American, and More than One Race Categories, of which African Americans were the underrepresented group. Class of 2027 Appointees met SecAF published applicant goals, and beyond Gender, Race, and Ethnicity, represent other areas of diversity. Col Pipes discussed the CP28 Opportunity Districts. 32 congressional opportunity districts were identified. These districts have three or more Congressional Nomination Vacancies and are also coupled with Tier 1 high performing high schools where there might be opportunity to recruit diverse highly qualified candidates. Col Pipes thanked the board for advocating for additional support with the "Admissions Advisors", 33 lieutenants helping with recruitment efforts. Of the 33 lieutenants, 24 are out in the field positioned near the Opportunity Districts, and nine are retained back at USAFA. Col Pipes highlighted other admissions efforts including a marketing campaign, modernizing the application process, and codifying admission work in the USAFA Strategic Plan. Col Pipes closed out the presentation by showing the latest admission video produced by AFRS.

11. Let's Be Clear Campaign Updates: Colonel Matt Husemann, Vice Superintendent, provided an updated on Let's Be Clear Campaign progress and highlighted examples of LOE initiatives. Phase I concluded in June (though still enduring) and Phase II is in progress. Col Husemann highlighted the initiative to execute the Cadet Wing DEOCS corrective actions. A Pulse survey is planned with discussions to be had with OSD to enable tailoring of survey questions. The Board offered to assist with advocating for support with survey permissions and restrictions. Col Husemann also highlighted Phase I initiatives of Executing Healthy Relationship Education, executing the M-5 schedule, and embedding victim advocated in each cadet group. Phase II initiatives spotlighted include the Dean of Faculty's curriculum reviews, reenergizing training of "safety" and "knock it off" usage, implementing the SecDef-directed "Return to Health" policy, and establishing authority for the Superintendent to issue involuntary administrative turnback action. Col Husemann detailed plans to update the board on Phase III at the Spring meeting. The intent for Phase IV is to take all the Phase LOEs and institutionalize effective mechanisms for enduring cultural change. The cultural change that is achieved will

create a healthy climate that ultimately ensures readiness. Col Husemann underscored the nuance that USAFA will have to reorient each time new groups of students are brought in each year. The goal will be to assess cadets into the new culture.

12. Integrated Prevention and Response: Ms. Sonja Strickland, Director of Integrated Prevention and Response, provided a program update covering the primary prevention, secondary intervention, and tertiary response efforts across USAFA. The EAAA pilot has concluded and final data is being collected with initial analysis showing improvement. Also highlighted was the 90-minute enhanced character development used to address disparity in training for males and females. In honing Skill building, tailored small groups for each of the year groups allows for analysis on cadet skillset growth over the years. Examples of integrated prevention and response activities include accomplishing SAPR ambassador training, Baseline Analysis BCT for incoming 4th degrees to self-identify as prior victims. One half of the incoming cadets completed Cadet Healthy inter-personal skills training (CHiPS) while the second half completed Sexual Communication and Consent (SCC) training. The distribution of trainings afforded the opportunity to do comparison studies on some of the modules that covered healthy relationships, bystander intervention, and alcohol usage. There have been positive results from the immediate knowledge and final testing will be conducted this fall and into this spring to see if cadets maintain the skillsets learned. The building of a Preventative Plan of Action is underway. The plan will combine initiatives from 1) the SecDef's directive memorandum 2) Let's Be Clear Campaign, 3) DoDI 6400.11 on Integrated Prevention, and 4) DoDI 6400.09 on suicide prevention and build into the 47-month training program. Highlighting the importance of peers, Ms. Strickland noted that this past summer all Teal Rope cadets were reinterviewed and cadets are currently planning a Take Back the Night event for survivors and allies to share their stories. Ms. Strickland mentioned the ongoing DoD SAPRO/ODEI by law inspection which is looking how USAFA executes best practices around victim care and availability. In terms of staffing, 7 of 14 VAs have been hired, 6 of 7 prevention force have been hired, and a contract is being worked to bring in six additional trainers to augment an all-volunteer staff. An environmental review was conducted to help reduce risk factors with successes including securing funds for lighting and CCTV initiatives. Information was captured using a pilot data dashboard and incorporated inputs from helping agencies. Addressing societal protective factors, Ms. Strickland highlighted the recently signed "Return to Health" policy, "Encourage to Report" which came out in the design sprint, and a pending "Physical Separation" policy. In addition to policy informing USAFA's protective factors and Ms. Strickland emphasized proactive use of various tools to positively influence culture.

13. Public Comments: There were no comments submitted for review.

14. Action Item Review: Mr. James Wilmer, Alternate Designated Federal Officer, facilitated a review of the following action items, no new action items were added during this meeting:

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	Open	Trial period has concluded and report is in progress.
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	Language included in the House version of NDAA, but not the Senate version. Anticipated to be worked through reconciliation process.
5	<u>Admissions Assistants</u> - 2022: provide update on effort to enhance program	Closed	Successes with support from 33 lieutenants. Sufficiently addressed at the 24 Aug 23 USAFA BoV meeting
6	<u>USAFA "Let's Be Clear" Campaign Plan</u> : provide an update on the progress of the plan	Open	Campaign Plan continues; Provide update on phases in progress and address measurements of effectiveness
7	<u>USAFA Strategic Plan</u> - 2023: provide an update on the progress of the plan with respect to SAPR issues	Open	Provide clarification of the measures of effectiveness for milestone tracking.
8	<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	Open	Pending review of targeted training and EAAA report; provide a way forward with all targeted training

15. **Due Outs:** Major Rebecca Nolasco, USAFA BoV Executive Secretary, facilitated a review of the following due outs:

24 Aug 23 – USAFA BoV Meeting: Due Out Summary		
Item	Description	Delivery Method
1	Share Cadet Wing Schedule for the 3 Culminating Events (i.e., Commandant's Challenge, Firstie Flag, & Recognition)	E-Mail
2	Share Syllabus for M5 Days	E-Mail
3	Share list of Asks/Talking Points associated with DEOCS/Pulse Survey implementation to aide with board member advocacy	E-Mail
4	Provide details on latest Joint Advertising Market Research & Studies (JAMRS) Influencer report highlighting factors that may influence potential applicants	E-Mail
5	Due out for the Spring 2024 (April) Meeting: Provide update on the Wicked Problems Course Senior Capstone Projects.	Brief at Spring 2024 Meeting

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

17. 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 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.

18. Meeting Adjourned: 1520 (MST).

REBECCA C. NOLASCO, Maj, USAF
Executive Secretary, USAFA Board of Visitors


ERIC K. FANNING
Chairman, USAFA Board of Visitors

Attachment:

1. Board of Visitors Attendance Roster, 24 Aug 23

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HQUSAFA/FM

HQUSAFA/CM

HQUSAFA/A4

HQUSAFA/AC

HQ USAFA A5/8

HQ USAFA A3/9

USAFA/AD

USAFA/CW

USAFA/DF

USAFA/PS

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

Title/Rank	Name	Position	Attendance
USAFA Board of Visitor 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	Not Present
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 (NE-02)	Present
Representative	Doug Lamborn	U.S. House of Representatives (CO-05)	Not Present
Representative	August Pfluger	U.S. House of Representatives (TX-11)	Present
Representative	Don Davis	U.S. House of Representatives (NC-01)	Not Present
The Honorable	Laura Pulzone	Board Member	Present
Colonel	Wesley Spurlock	Board Member	Present
Commander (Ret.)	Zoe Dunning	Board Member	Present
Dr.	Hila Levy	Board Member	Present
Ms.	Jenna Ben-Yehuda	Board Member	Present
USAFA Senior Leadership			
Lieutenant General	Richard Clark	Superintendent, USAFA	Present
Colonel	Matt Husemann	Vice Superintendent, USAFA	Present
Chief Master Sergeant	Heriberto Diaz, Jr.	Command Chief, 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	Candice Pipes	Director of Admissions	Present
Ms.	Sonja Strickland	Director of Integrated Prevention and Response	Present