



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

18 November 2020

The United States Air Force Academy (USAFA) Board of Visitors (BoV) met via Zoom on 18 November 2020.

WELCOME/CONVENE MEETING

Mr. McDonald, Designated Federal Officer (DFO), opened the meeting and went over the rules of engagement for the first virtual USAFA BoV meeting in history. He introduced SAF/MRM, Mr. Engelbaum and turned the meeting to BoV Vice Chair, BG (ret) Ehrhart. New USAFA BOV members include Secretary Wynn and Col (ret) Lengenfelder. Appreciation and accolades were given to previous BoV Chair, General (ret) Rice for his leadership, service, and advocacy for USAFA.

SUPERINTENDENT'S UPDATE

Lt Gen Clark, USAFA Superintendent, took command of USAFA on 23 September 2020. He provided an update on his priorities which are to develop leaders of character, defeat COVID-19, prepare for future conflict, and demonstrate respect and dignity for all. He highlighted the amazing efforts the staff, faculty and students were doing to keep the mission going during these difficult times of COVID-19. USAFA set the example as the first higher level institute to graduate their class of 2020 under COVID-19. They graduated 6-weeks early in April 2020 with 976 new lieutenants with 86 going to Space Force. USAFA has done monumental efforts with COVID-19 testing protocols. Additionally, they honored Staff Sergeants promotees, inducted honorary commanders who are civic leaders who support USAFA locally, and commissioned and enlisted new Space Force personnel.

Lt Gen Clark introduced Colonel Wickert who leads the Pandemic Math Team. USAFA's deliberate planning in defeating COVID-19 was like planning a military campaign. Having various subject matter experts at USAFA, a world class biology lab for in-house testing with same day results, and the development of computer models helped provide planning choices. USAFA does in house surveillance testing (testing 15% of the cadet wing weekly was fizzle rate) to identify a surge of positive cases early and isolate/quarantine cadets through pull-test strategy for an early warning signal to control the spread of the virus and contact tracing. They believe they were the first university to have their entire student body of 4K+ students back on campus by July 2020. USAFA was able to test the entire wing in 2.5 days with same day results. They can reset to a low level of infection rate for the wing with a 14-day lockdown with 100% remote classes/military training/PE classes and restriction of cadet movement. They will apply reset in the spring semester.

Ms. Colvin, Director of Staff, discussed Lt Gen Silveria's charge to "Acknowledge, Act and Advocate" to address victims of discrimination and to do continuous improvement. USAFA did a comprehensive internal racial review on racial disparity and inequality. They identified trends/blue print of an African-American's USAFA's good, bad and ugly experience. They reviewed literature, social media, and artifacts displayed, benchmarked what other colleges were successfully doing, and had conversations and listening sessions which created a safe space for civil dialogues on difficult racial topics. Key findings include USAFA's commitment to diversity and inclusion (D&I), multiple ongoing initiatives, the need for a holistic, unified approach to explicitly integrate D&I across USAFA and in the larger leadership development framework, the need for continued education and conversations about race, and to modify and standardize data collection to improve recruiting, retention, and development. Next steps include: the

need to continue work assessments, put resources against prioritized findings, expand on listening sessions beyond African Americans to Latin Americans and to other demographics.

Next, the Superintendent provided updates on infrastructure. They are executing \$273M and \$500M in the next 6 years. Chapel renovations may be delayed until 2024 due to unexpected asbestos which requires an additional \$22M. Other infrastructure updates were made on the Madera Cyber Innovation Center, Field House, North Gate Visitor's Center, Air Gardens and preparatory school dormitory. Some of the additional projects in the upcoming years include: Falcon Stadium renovation, indoor firing range, Prep School, Field House Phase 2, and McDermott Library upgrade.

The Superintendent cited how USAFA was recognized by US News Best College Rankings as #3 in Top Public Schools, #5 Best Undergraduate Engineering Program, #3 Aerospace/Aeronautical/Astronautical, #28 National Liberal Arts College, #29 in Most Innovative Schools and #63 in First Year Experience. The Superintendent highlighted the great works of the Forensics Team, cadet squadron commander of the Quarantine and Isolation Squadron, the cadet wing commander, and USAFA football players. They proved to be leaders of character who in the midst of this global pandemic, showed their toughness and flexibility.

COMMANDANT'S UPDATE

Maj Gen Edmondson, Commandant of Cadets, discussed the great measures they made to adapt to COVID-19 and Cadet Wing initiatives and training evolution. She discussed their purposeful, deliberate, objective based training rooted in dignity and respect and how they pulled the thread through every major training milestone during the entire four years of development at USAFA. They did an overhaul of the Basic Cadet Training (BCT) and were the first of the service academies to show how it can be done in a COVID world. They developed physical training programs which met a cadet's personal physical condition and made personal goals/milestones. In addition, two Academy Military Trainers, five Military Training Instructors, O-6 Group Commanders, and two Mental Health Providers in each dorm all helped in the progress. To adapt to COVID-19, they have gone through an evolution of rules of engagement to create an environment where cadets can function and thrive. They developed scaled phases of cadet wing COVID response. They do testing, spacing, installed plexiglass in classrooms and the dining hall where they can now serve hot meals to two groups at different times. For those cadets who tested positive, they are in a quarantine and isolation squadron within three floors of Sijan Hall and at two hotels in Colorado Springs for social distancing. Resiliency efforts are more important than ever. There was further discussion on the stigma of mental health and the continuing effort to educate cadets to getting mental health support early.

DEAN'S UPDATE

Brig Gen Letendre, Dean of Faculty, briefed what USAFA has done to address their academic mission with COVID-19. She discussed how the curriculum aligned to profession of arms and the academic program adapted to Air and Space Force needs by adding a new Data Science major, adding a new Space warfighting minor, and updating the Air Force Officer Classification Directory to ensure we have the right mix on aligning academic majors with career fields. Since the 2019 Mission Directive calling for more STEM majors, USAFA has increased the percentage of cadets in STEM majors 45.2% with the class of 2020 to 61.4% with the class of 2024. In addition, 140 from the class of 2020 graduates went directly to graduate school. USAFA has a \$19K tuition cap which does not begin to pay for caliber schools. Other service academies have larger endowments to make up the difference, gift funds or they allow cadets to pay out of pocket, and USAFA policy does not. They are pushing for lieutenants awaiting pilot training to obtain master's degree upfront due to the long wait period of potentially 400 days delay. She discussed the need in establishing a world-class reputation through information technology, but there is \$20M POM disconnect for IT. There was also a short discussion regarding faculty attrition where the

Dean stated that there would be turnover in the next five years with a number of senior faculty reaching natural retirement times. The Dean added her appreciation for the support related to copyrights and tenure, saying those things would make USAFA more attractive for prospective faculty.

ATHLETIC DIRECTOR'S UPDATE

Ms. Block, Executive Director of Athletic Programs, briefed adaptations they made due to COVID-19 in executing the physical mission of fitness testing, developing physical training programs, and intramurals. They developed a 10-week individual online workout plan and offered summer physical education classes. For BCT, they helped cadets improve on their physical fitness tests, reduce injuries, and increase their strength, power and aerobics by starting at whatever physical condition each cadet was at and bringing them forward from there. She thanked the BoV on their continued advocacy on their \$6M disconnect in the POM budget.

Mr. Pine, Director of Athletic Programs, briefed how testing is the backbone that allows them to do athletics. To address the numerous testing requirements set by the NDAA and USAFA's lack of funds and bandwidth in the Biology department to do athletic testing, they obtained the capability to test within the Athletic Department. All Mountain West conferences fall sports except football moved to the spring. The football team's airpower legacy uniforms which highlighted Tuskegee Airmen and the Red Tails, received positive responses in telling stories of our Airmen Heritage. They received Division 1 top 10 with social media content and as of the meeting garnered \$100K in retail sales. On 15 February 2020, the NHL game at USAFA was to a sellout crowd of 43,500 and garnered not only a four hour infomercial on USAFA, but also a \$14.32M advertising equivalency. Each year USAFA athletics generates \$62.3M an advertising value equivalency/industry standard, and exposure reaching 6.6 billion people. Athletics is a positive lens to advertise USAFA and the Department of the Air Force. With COVID-19 and decreased sporting events, they have a \$10M loss in revenue. It was balanced with savings in other expenses such as coaches on the road and hosting families at USAFA for recruiting.

SPECIAL TOPIC - SAPR/VIOLENCE PREVENTION

Dr. Campbell, SAPR and Violence Prevention Program Manager provided an update on adapted prevention training to include the 4-year prevention training and pre-admission training. The 2020 Military Service Academy (MSA) Sexual Harassment and Violence report (SH&V) to be published in January 2021. Even with COVID-19 conditions, cadet victims are still engaged in making reports. He provided an update on suicide prevention and resiliency, especially during these times of uncertainty and increased isolation. Grant funded pilot programs include the Enhanced Assess, Acknowledge, Act (EAAA) which is a Sexual Assault Resistance Education to test out effectiveness of training females at different levels of resistance to avoid sexual assault situations. They plan to pilot Sexual Consent and Communication in the fall which is designed to known risk factors of prior victimization and potential perpetration characteristics working with different gender groups and high risk groups. Initiatives include USAFA hosting the National Discussions on Sexual Assault and Sexual Harassment at America's Colleges, Universities and Military Service Academies on 7 – 9 April 2021, awaiting SecAF approval. Another initiative is MSA SAPR Victim Transfer Policy; USAFA utilized interim policy for first transfers to other military service academy or ROTC. Colonel Safko, SJA briefed on the Sexual Assault Case Summary. In AY 19-20, 12 case were completed, in AY 20-21 9 completed cases and 15 pending cases as of 17 November 2020. The Board of Inquiries is an alternative to court martial.

SPECIAL TOPIC - PERFORMANCE METRICS

Lt Col Russell, Director of Operations and Analysis, briefed on USAFA Demography and Attrition Performance Metrics based on AY19-20. Overall admissions is meeting or exceeding goals. The class of 2024 is the most diverse class at USAFA with 36% minority and 30% women, highest in history. The

Preparatory school demographics contributes to cadet wing diversity with 68% enlisted, 28% minorities, and 25% recruited athletes. Graduation rates exceeded the DOD goal with an 83% graduation rate, a historic low in attrition at 2% for the classes of 2022 and 2023 respectively. For USAFA Operations Performance Metrics, COVID impacts for Honor Boards met USAFA's goal of less than 1.5% academic disenrollment and less than 1% athletic disenrollment's, and USAFA graduation retention in the Air Force surpasses other commissioning sources Graduation surveys (institutional outcomes) received provided positive feedback from graduates and supervisors.

SPECIAL TOPIC - MANPOWER ISSUES & AFSC SELECTION

Mr. Hogue, HQ USAFA/A1, briefed on cadet AFSC selections and workforce resourcing. For the Class of 2020, the Space Force was matched at 100% of space operations requirements with 56% of the total non-majority. The Air Force rated match met the following requirements: 99% pilot, 100% CSO, 100% ABM and 80% RPA. Rated results in pilots is the second highest in five years, CSO at a 5 year high, and ABM a 9 year high with 50% of the total being non-majority. The Class of 2021 is on the way to meeting 100% match with a healthy alternate list. Exploring ways to better develop and mentor new rated graduates awaiting training. Coordinating with SecAF for the reinstatement of support AFSCs starting with the Class of 2022. For workforce resourcing, there were 207 authorizations added over the last 5 years, 110 hard-to-fill military billets converted to civilian to increase manning and continuity. USAFA has fill shortfalls in the Athletic Department.

SPECIAL TOPIC - BUDGET

Lt Col Cook, USAFA/FM, briefed on FY20 big wins to include \$10M CARES Act funding hotel cadet ops, in person and online IT purchases, cloud services, plexiglass and cleaning supplies in response to COVID-19. In addition, \$5.9M Jack Valley's replacement of shelters and bunks, \$5.5M athletic department operations, \$2M IT infrastructure and tech refresh, \$2M Arnold Hall Theater Audio System, \$525K Cyber City, and \$468K SAPR. Lack of growth in programmed mission funding negatively effects ability to modernization. Top 3 unfunded requests: \$20M IT infrastructure, \$6M Athletic Department Operations, and \$6M fix USAFA programs.

SPECIAL TOPIC - IT INFRASTRUCTURE REPORT TO CONGRESS

Col Hoang, the HQ/USAFA A6, briefed on the IT infrastructure. To provide context, other Air Force bases rely on the "MIL" network which is an Air Force funded modernization and sustainment. USAFA has only 2,500 users on the "MIL" network compared to the 6,500 users on the USAFA Mission Network and Research Network which is an unfunded modernization and sustainment. USAFA has unique requirements, and are left to fend for themselves relying on end of year funds, which limits USAFA's ability to innovate and to have the resources needed for a top tier college and for future accreditation. He briefed on the specific issues leading to the IT's \$20M disconnect. A \$9M dollar annual supplement will help, but for sufficient IT, USAFA would need \$20M. They appreciate the BoV's help and advocacy moving forward.

PUBLIC COMMENTS

Mr. McDonald discussed vetted responses from USAFA and the BoV regarding public comments/questions submitted prior to the meeting in accordance with the federal register notice.

Are cadets receiving assurances that seeking mental health resources will not be detrimental to their careers?"

Response: The health and safety of our cadet wing is a top priority. Since the start of the COVID-19 pandemic, cadets and permanent party have been provided access to many helping agencies where

they can seek mental, social, and spiritual care. Additionally, in an effort to destigmatize and encourage cadets to seek mental health support, Lt Gen Clark (and before him Lt Gen Silveria) openly communicated to cadets that he has sought mental health help himself. USAFA has added mental health personnel, imbedded to the Cadet Wing to provide additional support to the cadets during these challenging times.

“Will they [cadets] be able to maintain pilot qualifications and security clearances if they disclose mental health concerns?”

Response: As with physical health concerns, the type and severity of an individual’s condition may affect his/her medical readiness and ability to serve in certain positions. Some mental health conditions can be waived by USAFA/SG for commissioning and Accession Medical Waiver Division for flying/special duties. An exception to policy (ETP) process is in place to evaluate these situations on a case-by-case basis. This process allows the Superintendent to request an ETP from the Force Development Commander (AETC/CC) for exceptional candidates who may not meet the requirements for a medical waiver. Studies have shown that “[a]viation personnel may be more likely to proactively seek treatment for mental health problems if they believe a process is in place to get them back to flying following completion of their treatment” [Ref: <https://apps.dtic.mil/dtic/tr/fulltext/u2/1007460.pdf>].

“How is the Board of Visitors going to address ongoing litigation issues that will help Cadets restore confidence in their chain of command, and the United States Air Force, that mental health will not be used as a form of retaliation for reporting sexual assault, and ensure that our future officers in the United States military can be sure that the Constitutional rights they are sworn to protect and defend will also be upheld when it comes to protecting their own individual rights as military service members?”

Response: The Department of the Air Force does not take issues of mental health lightly and does not condone any form of retaliation for reporting a sexual assault. The Board of Visitors recognizes that each case and the accompanying circumstances are unique and does not intervene or comment on individual personnel matters. The Air Force has a robust process and multiple avenues where Air Force personnel may appeal disciplinary actions and seek redress if they feel there has been an injustice. Once an individual matter has been adjudicated, the Board will set aside time in its regularly scheduled meetings to address any lessons learned and, as necessary, propose appropriate actions to enhance USAFA policy and procedures to better serve the cadets and staff of the academy.

USAFA BOV BUSINESS REVIEW

Mr. McDonald led the business portion of the meeting. The BOV Business Review included leaving the BoV quorum at six, discussed frequency of meetings two or three times a year with one visit at USAFA, one at DC, and keeping half day or longer. A discussion for the next USAFA BoV meeting to be held in February or March 2021. Recommendation to have cadet panels which are invaluable at next BoV meetings. Brig Gen (ret) Ehrhart was elected as BoV Chairman. Col (ret) Lengenfelder was elected as BoV Vice Chairman.

ACTION ITEM REVIEW:

Lt Col Harvey led the review of previous and new action items.

Previous Action Items:

Status - Closed. Strategic Metrics (2017) was addressed in briefing regarding graduation retention surpasses other commissioning sources and graduation surveys and positive feedback from supervisors and graduates. USAFA made progress on tracking post-graduation metrics to determine if USAFA is producing the right graduates and to show how well graduates are performing after graduation.

Status: Open. IT Infrastructure (2018) was addressed in briefing. USAFA is historically underfunded by \$20M for IT infrastructure and is subject to end-of-year fallout money to cover IT needs.

Status: Open. Cadet Athletic Funding (2018) was addressed in briefing. Most universities experience an annual cost growth of 8-14% for athletic programs; historic funding growth at USAFA is only 6-7% growth resulting in a \$6M POM disconnect. USAFA relies on funding through end-of-year fallout money; not a long-term strategy.

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

Status: Open. Medical accession vs. retention standards (2018). Mr. McDonald recommended to keep open due to more coordination needed with AF/SG, OSD and other services. The current challenge is maintaining accession medical standards for the entire four years at USAFA. This is DOD policy. USAFA is advocating to use accession medical standards for the first two years; after cadets commit to the Air Force at the start of the junior year, retention medical standards would be used. Prior service Airmen revert to the accession standard when attending the Academy. The Air Force is standing up the Accession Medical Waiver Division to collect all requests for medical waivers; the division will standardize waivers across the accession sources.

Status: Open. SAPR Data Collection (2020) was addressed in briefing and kept open for Board oversight. Specific data needed for individual cases and the disciplinary actions associated, if any. The Sexual Assault Prevention and Response framework must include a comprehensive approach and combination of methods to include deterrence. How can we ensure cadets are adequately deterred?

Status - Closed. Special Victim Counsels (2020) USAFA has the support it needs in SVCs between Peterson and USAFA, and they have cultivated contacts if they need additional support. Increasing the number of Special Victim Counsels (SVCs) has been approved.

Status - Closed. Vetting Candidates for Appointment (2020) Mr. McDonald briefed the update and recommended closure. System Records of Notice to be done prior to screening social media accounts. For consideration- Who will conduct checks, more manpower, what constitutes adverse info? Who makes final call on situation? How will adverse info be used? How will info be retained against legal claim? With relation to vetting an appointment to the Air Force Academy; what are the restrictions and what is considered acceptable to view or screen a candidate's social media account(s)?

Status - Closed. Demographics (2020) was addressed in briefing. Fine-tune and develop the Key Classification Results for CY21; further break out gender, minority categories, and include non-operational career fields.

New Action Items:

Status: Open. Non-Federal Entity (NFE) (2020) Legislative Proposal was addressed in brief. Current law prohibits the Superintendent to support NFEs. Request the BoV's help to support legislation for Superintendents to support their own supporting foundations that enable them to fulfill their missions. Additional info to help with passing at Senate, having all MSAs on board and Air Force Senior Leadership.

Status: Open. EAAA- Enhanced Assess, Acknowledge, Act (2020) which is a Sexual Assault Resistance Education to test out effectiveness of training females at different levels of resistance to avoid sexual assault situations. What are the unintended consequences to only allow women in EAAA training and not opening up training to others?

Status: Open. COVID-19 Survivors (2020). Efforts to be monitored of cadets who were COVID-19 survivors. What is being monitored?

Status: Open. Panel or briefing on Honor Board, Honor Code, how administered and other avenues to pursue for sexual harassment violations (2020).

Status: Open. Panel to discuss cadet outreach to include USAFA social workers, chaplains, and mental health providers (2020).


HARVEY CATCHINGS JR., Lt Col, USAF
Executive Secretary


DOUGLAS R. LENGENFELDER
Chairman

- Attachment:
1. Attendance Roster

Attachment 1: Attendance Roster

Board Members:

Brig Gen (Ret) David Ehrhart (Vice Chair)
Sen Tom Udall (NM)
Rep Don Bacon (NE)
Rep Ted Lieu (CA)
Ms. Linda Cubero
Col (Ret) Alvin Drew
Mr. Robert Gleason, Jr.
Ms. Gina Ortiz Jones
Mr. Doug Lengenfelder

USAFA Senior Leadership:

Lt Gen Richard Clark, Superintendent
Maj Gen Michele Edmondson, Commandant of Cadets
Brig Gen Linell Letendre, Dean of Faculty
Col Otis Jones, Vice Superintendent
Col Clarence Lukes, Vice Commandant
Col Scott Williams, Vice Dean of Faculty
Mr. Nathan Pine, Director of Athletics
Ms. Jennifer Block, Executive Director of Athletic Programs
Ms. Gail Colvin, Director of Staff

Others:

Mr. Mark Englebaum, Deputy Assistant Secretary of the Air Force for Force Management Integration
Mr. Ryan McDonald, BoV Designated Federal Officer
Lt Col Harvey Catchings, BoV Executive Secretary
Mr. Dale Hogue, USAFA/A1
Maj Adam Christopher, SAF/LL, Chief, Medical, Religious, and USAFA Programs and Legislation
Ms. Shannon McGuire, SAF/GCA
Col Mike Sefko, Staff Judge Advocate, USAFA/JA
Dr. Trevin Campbell, SAPR Program Manager
Dr. Kimberly Dickman, USAFA CW/CCD

Mr. Carlos Cruz-Gonzalez, USAFA/A4
Col D'Anne Spence, USAFA/CCL
Lt Col Ryan Thomas, USAFA/DFX
Lt Col Christopher McClernon, USAFA/DF
Lt Col Joseph Foster, USAFA/DF
Lt Col Jessica Dwyer, USAFA/DSX
Ms. Gina Ackison, USAFA/DSP
Ms. Leslie Forrester, USAFA/CM
Ms. Sara Platt-Moser, USAFA/CM

Ms. Kimberly Tebrugge, USAFA/CM

Colonel Douglas Wickert, Lead Pandemic Math Team

Colonel Art Primas, Director of Admissions

Lt Col Thomas Cook, USAFA/FM, Director of Financial Management and Comptroller

Col Harold Hoang, HQ USAFA/A6, Chief Information Officer