



**UNITED STATES AIR FORCE ACADEMY
BOARD OF VISITORS**

WASHINGTON D.C. 20330

October 13, 2004

The President
The White House
Washington, D.C. 20500-0001

Dear Mr. President:

In accordance with Title 10, USC, Section 9355, the United States Air Force Academy's Board of Visitors convened at the Academy in Colorado Springs, CO from 23-24 July 2004. Earlier meetings were held at the Academy on 14-15 May 2004, and in Washington, DC on 3 February 2004. Based on our inquiries and observations, the Board submits the attached report for your consideration.

There has been a dramatic change in the approach to oversight this year. This change is reflected in the Board, the leadership of the Air Force, and the leadership of the Academy. The Board has increased its meetings to four times per year, and the emphasis of the Board is on inquiry and oversight. The Board is not ceremonial, but is taking reports, and asking the right questions. The Secretary of the Air Force, Dr. Jim Roche, and the Chief of Staff, General John Jumper attend the meetings, and are demonstrating great commitment to and involvement with the Academy. The Superintendent, Lieutenant General John Rosa, is open, decisive, and inspires great confidence. His vision of leadership is truly superb. This does not mean that challenges at the Academy in the future will not occur. But this leadership and openness means that issues will be honestly addressed. The climate has been enhanced for the development of cadets of character and honor.

The results of several studies completed thus far and the subsequent actions taken have been briefed to the Board. Additionally, we have received numerous updates on the adjustments and progress being made, as well as information pertaining to occurrences at the Academy. Brigadier General John Weida (USAFA Commandant) provided the cadet misconduct update and General Rosa summarized the recent results of the USAFA Faculty and Staff Survey. The Board is pleased with the positive approach toward challenges and the improvements being made.

I wish to report an improvement in participation by Congressional members of the Board of Visitors. Three of the four Senators have been in attendance, with Senator Craig participating in the entire multi-day meetings in Colorado Springs. All of the members of the House have been in attendance and fully participating.

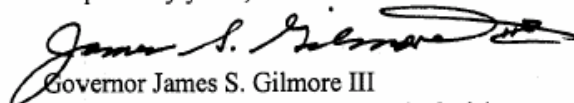
Senator Allard and Congressman Hefley especially show extraordinary attendance, commitment, and leadership. The citizen members are uniformly in attendance, and very engaged. Retired General Dionel Aviles ably serves as Vice Chairman of the Board.

Our expanded meetings include two at the Academy. In each meeting, the Board interacts with the cadets, often conducting private group discussions. The Academy leadership and staff, and the staff of the Office of the Secretary have worked hard to enable the Board to execute our responsibilities under Title X.

I am very appreciative of the support and leadership show by Air Force Deputy Assistant Secretary Kelly F. Craven, our designated Federal Representative, and by Lieutenant Colonel Thomas Joyce, Board Executive Secretary. Lieutenant Colonel Joyce has been given a new assignment, and while ably replaced, we will miss his superior judgment and commitment to excellence at the Academy.

It is a great honor to serve on this distinguished panel, especially one that is involved in such a critical aspect of our great nation's defense. We look forward to continued success.

Respectfully yours,


Governor James S. Gilmore III
Chairman, USAF Academy Board of Visitors

Attachment:
USAF Academy Board of Visitors Annual Report 2004

cc:
Secretary of Defense
Secretary of the Air Force
US Air Force Chief of Staff
US Air Force Board of Visitors Members
Superintendent, USAFA

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BOARD STRUCTURE AND COMPOSITION

The Board of Visitors of the United States Air Force Academy is established under Title 10, United States Code, Section 9355.

CHARTER

The Board is required under its charter to visit the Academy annually and to inquire into the morale, discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

Within 60 days after its annual visit to the Academy, the Board submits a written report of its actions, views, and recommendations of the Academy to the President of the United States.

STRUCTURE

The Board is comprised of 15 members. The President of the United States appoints six members. The other nine board members are either appointed by the US Senate or House of Representatives.

The Vice President of the United States or the President pro tempore of the Senate designates three members, two of whom are members of the Senate Appropriations Committee.

The Speaker of the House of Representatives designates four members, two of whom are members of the House Appropriations Committee.

The Chairman of the Senate Armed Services Committee or his designee, and the Chairman of the House Armed Services Committee or his designee fill the final two positions.

MEMBER TERMS

Presidential appointees are designated for a period of 3 years. Each of the additional nine board members serves a minimum term of 1 year. Any member whose term of office has expired shall continue to serve until his successor is appointed. The President shall designate two people each year to succeed members whose terms expire that year.

2004 BOARD OF VISITORS MEMBERSHIP

	YEARS ON THE BOARD	TERM EXPIRES
<u>APPOINTED BY THE PRESIDENT OF THE UNITED STATES*</u>		
Mr. Dionel Emilio Aviles	02-present	2006
Dr. Candace de Russey	02-present	2004
Mr. John Kidde	02-present	2004
Governor James S. Gilmore III	03-present	2005
Dr. Susan C. Schwab	04-present	2006
Mr. Winston A Wilkinson	02-present	2005
<u>APPOINTED BY THE VICE PRESIDENT OF THE UNITED STATES</u>		
US Senator Larry Craig (R-ID)	01-present	Annually
US Senator Ernest F. Hollings (D-SC)	95-present	Annually
US Senator Mark Pryor (D-AR)	04-present	Annually
<u>APPOINTED BY THE SPEAKER OF THE HOUSE OF REPRESENTATIVES</u>		
US Representative Kay Granger (R-TX)	04-present	Annually
US Representative Joel Hefley (R-CO)	87-present	Annually
US Representative Carolyn C. Kilpatrick (D-MI)	03-present	Annually
US Representative Mike Thompson (D-CA)	99-present	Annually
<u>APPOINTED BY THE CHAIRMAN, SENATE ARMED SERVICES COMMITTEE</u>		
US Senator Wayne Allard (R-CO)	99-present	Annually
<u>APPOINTED BY THE CHAIRMAN, HOUSE ARMED SERVICES COMMITTEE</u>		
Mr. Robert K. Dornan	03-present	Annually

 * Presidential members are appointed for three-year terms; however, per Title 10, they continue to sit on the Board until replaced.

**ANNUAL MEETING SUMMARY
OF THE UNITED STATES AIR FORCE ACADEMY (USAFA)
BOARD OF VISITORS (BOV)**

The Chairman called the meeting of the USAFA Board of Visitors to order on 23 July 2004 at the United States Air Force Academy, Colorado Springs, CO.

ATTENDANCE

MEMBERS PRESENT:

Governor James S. Gilmore III (Chairman)
US Senator Wayne Allard (R-CO)
US Representative Kay Granger (R-TX)
US Representative Joel Helfley (R-CO)
US Senator Larry Craig (R-ID)
Mr. John E. Kidde
Dr. Susan Schwab
Dr. Candace deRussy
Mr. Winston A. Wilkinson

MEMBERS ABSENT:

Mr. Dionel E. Aviles (Vice Chairman)
US Representative Carolyn Kilpatrick (D-MI)
US Senator Ernest F. Hollings (D-SC)
US Senator Mark Pryor (D-AR)
US Representative Mike Thompson (D-CA)
Former US Representative Robert K. Dornan

AIR FORCE SENIOR STAFF:

Mr. Michael Dominguez, Assistant Secretary (Manpower & Reserve Affairs)
Ms. Kelly F. Craven, Deputy Assistant Secretary (Force Management & Personnel) and USAFA BOV Designated Federal Official
Colonel (Brig Gen select) Bill Chambers, Deputy Director (Learning & Force Development)

USAFA SENIOR STAFF:

Lieutenant General John W. Rosa, Superintendent
Brigadier General Johnny A. Weida, Commandant
Colonel James Head, Vice Dean of Faculty
Colonel Harvey Johnson, Preparatory School Commander
Colonel Susanne LeClere, 10 ABW Commander
Col Wayne Kellenbence, Director of Staff
Col William Carpenter, Director of Admissions
Col Dave Curdy, Director of Plans and Programs
Mr. Brad DeAustin, Acting Director of Athletics
Mr. Johnny Whitaker, Director of Communications

USAFA ASSOCIATION OF GRADUATES (AOG):

Col (ret) Jim Shaw

BOV EXECUTIVE SECRETARY:

Lt Col Paul Price (AF/DPLA)

INVITED GUESTS:

Maj Gen Randy Jayne, USAF (ret)

Gen Mike Ryan, USAF (ret)

ADM Chuck Larson, USN (ret)



Standing from left to right: Dr Susan Schwab, Senator Larry Craig, Mr. Winston Wilkinson, Mr. John Kidde, Congresswoman Kay Granger, Dr. Candace deRussy; seated from left to right, Mr. Dionel Aviles, Chairman Governor James Gilmore, Lt Gen John Rosa, and Senator Wayne Allard.

OPENING COMENTS BY THE CHAIRMAN

The Chairman, Governor Gilmore, opened the annual meeting at 0900 hrs and welcomed attendees to the Air Force Academy (under the provisions of Title 10 USC 9355, section (e), the Board inquired into the morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy). The chairman introduced Lt Col Paul Price (AF/DPL) and thanked him for stepping into the shoes of Lt Col Tom Joyce (SAF/MRM) and in completing all of the arrangements for the meeting.

The Chairman reiterated his intention for the Board to meet four times per year. He stated that this would allow the board to have an ongoing process as opposed to meeting once or twice a year. Thus, the Board will be able to serve its function (the writing reports and the sending of information to the President and the appropriate officials in Congress) more efficiently. He also agreed with General John Rosa in acknowledging the great opportunity of getting out and seeing the cadre and the progress of the basic cadet training.

OLD BUSINESS

Minutes of the 14-15 May 2004 Meeting. Governor Gilmore (chairman) moved for adoption of the minutes for the previous meeting of 14-15 May. The motion was seconded and passed unanimously to accept the minutes of the May 2004 meeting as presented.

Educational Assessments. Colonel Head led a discussion concerning educational assessments, and began by informing the board of the basic characteristics that each graduate should possess upon time of graduation. Within the last two years, a full-time staff of assessors (two people) was created to work with the academy in conducting educational assessments. They have produced a ten-year plan that coincides with the accreditation by the North Central Association of Colleges and Schools, who is the academy's accrediting agent. The staff of assessors has called upon an assortment of assessment devices in order to sufficiently inform the North Central Association how the academy plans to measure its (the academy) objectives.

One particular assessment device was Indiana University's National Survey of Student Engagement. The academy cadets took this survey and in turn 70-75% of the students gave a very high rating on the overall satisfaction of their educational experience. However, it was the end scores of areas such as student reading average and preparation for class, and public speaking issues, that brought about a concern. Thus, the chairman stated that the cadets could simply be a representation of what's going on in the world today as opposed to something unique about the makeup of the student body there (the academy) amongst the cadets. He stated that there is a lot less reading going on and questioned Colonel Head for any insight on this issue. Colonel Head responded by stating the problem could also be a reflection of the fact that the cadets are highly scheduled with military training and athletic training, thus, allowing less free time for independent reading. In regards to the concern for public speaking, the chairman suggested the possible development at USAFA of student organizations that are devoted to public speaking, (i.e. informal debate societies). Students would have the opportunity to meet and conduct informal debates, all the while developing public speaking skills.

Colonel Head was also commended by Dr. deRussy on working towards a Best Practices Report, recognizing the role of direct assessment of learning as opposed to relying on indirect instruments, linking assessment and accreditation, and recognizing the need to imbed assessment into the curriculum.

Air Force Instruction Update. Ms. Kelly Craven provided the Board with an update on the development of some assessments and tools that would give the Board more guidance into the Air Force Academy. She stated last year's Agenda for Change was published and recognized the necessity for better tools for management and oversight. Thus, Ms. Craven proposed the instruction tool that would be helpful to the board. She stated the idea of an Air Force instruction is to give some parameters to the Superintendent so that he operates, and knows the boundaries within which he doesn't need to tell headquarters what's going on. This would allow him to maintain flexibility and ability to command and do his job, however, at the same time there is a necessity for Headquarters Air Force to know what's exceeding.

In addition, Ms. Craven also informed the Board of the primary focus on cadet development. This includes, cadet character, leadership, intellectual, and athletic development.

Dr. deRussy then posed for Ms. Craven to provide some specifics on the series of instructions. Thus, Ms. Craven presented information on the policy directive, which laid out the purpose of the school admission, and discussed the cadet development and character. As an example, Ms. Craven proposed the notion of having metrics in the Air Force Instruction that discuss honor cases and the honor system. However, a lot of negotiation would have to take place with the school in order to get this notion finalized.

Mr. Michael Dominquez, representing the SecAF, also commented, stating that the issue of the metrics cases is the umbrella under which the discussion of educational assessments would fit. He also provided the Board with the four pillars (supportive missions of the school), that the policy directive of which the school operates under established. He continued in stating the effort that's being produced in terms of educational outcomes, need to be mirrored in each of those four areas. He proposed the necessity to acknowledging the materials that are already in possession that might provide clues and indicators.

Dr. deRussy also mentioned that one has to be very cautious when using the metrics. Thus, she requested that Ms. Craven provide information on the theorists, models, whether or not there is a pre-existence of metrics, national norms, and a guru. In response, Ms. Craven informed the Board that they are currently using a performance management expert who is with Northrup Grumman. However, Mr. Dominquez suggested that Dr. deRussy offer any suggestions she would have on models that could be used to ground the thought process about outcomes, measuring performance and indicators of performance. In response, Dr. deRussy suggested that they do a Best Practices search and observe the underpinnings of those sorts of things (metrics) and see which direction is the best to follow.

Congressional Engagement Plan and Legislative Update. Ms. Craven mentioned the issue of Congress and the Board's engagement with them in terms of nominations to the Academy. She informed the Board that the Academy receives 75 percent of their candidates through a congressional process. In turn, the Air Force wanted to look at this issue in terms of offices that may not have been sending nominations to the Academy. Ms. Craven also updated the Board by informing them of a research project that had taken place to examine this matter. Out of 435 offices, there were about 48 offices that historically in the past few years weren't sending nominations to the school, and each member of Congress gets five nominations or five

slots over four years. Thus, a plan had been developed (which was in the possession of the Chief of Staff for approval) to explore the reasons why the offices weren't making nominations.

Ms. Craven informed the Board that about half of the offices that weren't making nominations were from minority offices, either African-American or Hispanic; 48 offices are offices that are typically located in large intercity districts. Congressional staffers have been brought to the academy to help educate them during the academic year. Ms. Craven continued in stressing the importance of spreading the word about the opportunity. In turn, the chairman questioned Ms. Craven, and wanted to know if this is a situation where congressmen and women aren't organized enough to do this particular function of their offices and they're engaged in other activities, or is the lack of interest present? In response, Ms. Craven implied that's the problem that is trying to get solved—the necessity of knowing what's preventing them is crucial.

Dr. Susan Schwab suggested that there were other ways of getting the information out and reaching the schools, whether they be public, charter, or parochial. There are principals and counselors in the schools who would appreciate the opportunity to do this. They would create a demand, and the offices tend to be responsive to demands of that matter.

Ms. Craven, Lieutenant Colonel Hampton, and Senator Allard also presented to the Board proposals concerning the BOV meeting times throughout the year, BOV membership makeup, and grounds for a Board member's dismissal. Legislation to change the West Point, Naval Academy, and Air Force Academy is currently in the House version of NDAA 05. Concerning the Senate, there is a great deal of resistance in changing the makeup of either West Point or the Naval Academy Board of Visitors. There are chairmen and leaders on the Senate side who want to maintain jurisdiction to appoint members and the makeup of members.

SUPERINTENDENT'S TIME

Lieutenant General John Rosa began by introducing and welcoming Colonel Susanne LeClere, Colonel Jim Head, Colonel Dave LaRivee, Colonel Debra Gray, Colonel Harvey Johnson, and Colonel Dana Born. He informed the Board that Colonel Dana Born was the President's nominee to be the next Dean.

General Rosa updated the Board on the intermediate goal of increasing trust and confidence in the Academy and mentioned the strategic plans and guidelines that will be operated with for the next five to ten years. He also had Colonel Head brief the Board on a physics education research grant. This was a concept that was developed to get internet-delivered material before the students begin classes. It allowed students and teachers to interact on the class material before class, and in turn the instructor tailors the material, and the responses of students to allow him/her to adjust the class material. All in all, it is a grant to build a digital library for nationwide use of this program. In addition, there was another \$100,000 grant that went to the Academy's Director of Education to do the assessment of the digital library.

General Rosa continued in discussing the foreign language program. He also gave the Board a quick breakout on where the class of 2004 went in the way of career field distribution. He also discussed the Academies admission process and the contract with Anser Corporation that includes taking a look at the school's admission process. The Board was also informed of the breakdown of the school's minorities and those figures in comparison with other academies. In addition, he mentioned the difference in the number of prior enlisted students with that of the Navel Academy.

General Rosa also stated that the students in the Academy weren't adequately involved in the operational Air Force. When an analysis was conducted, in a four-year period, cadets were only out in operational Air Force 26 days on average. West Point was almost 80 and the Naval Academy was 106. Thus, a program was being developed to assist in solving this problem. In the first summer of the students' freshman year, they will go out and spend three weeks on average with the enlisted force and grasp what's going on. In addition, the next summer before their junior year, they will focus on company grade way of life and travel to bases to help in their decision dealing with where they would like to reside and what they would like to do. Thus, before their senior year, they should have a good idea of their preferences and be familiar with the operational Air Force.

General Rosa also updated the Board on the honor program at the Academy. He conversed with Michael Josephson, one of the leaders in the nation and has an institutional ethics company in Los Angeles. He presumed that about 80 to 85 percent of the students at the Academy cheated in getting there, which tracks with overall national findings. Thus, a Tiger Team was developed to work such issues, and 28 proposals were produced. General Rosa informed the Board that they are looking at the feasibility on adjustments. They are not looking at changing the honor code, but at changing the way it's implemented.

He also updated the Board on the fact that the Academy is going backwards in diversity, considering both race and gender. He is working on focusing the institution on diversity both in the student body and in the staff. In addition he briefly updated the members on sexual assault issues (data results from survey will arrive this summer) and the perceived racial and religious biases. He informed the Board that there will be a survey conducted every year measuring cultural climate.

Association of Graduates Update. Colonel (retired) Jim Shaw gave a briefing on the USAFA Association of Graduates (AOG). He stated that there is a concern that the cadets are obtaining different information from the graduate community than they do from the Academy. Thus, the notion of a leadership conference was brought about. The goal was to educate the graduates so what the information the cadets are hearing is more consistent with what's actually happening. He also updated the Board on the notion of communications. In turn, they are examining the governance in the attempt of bringing more graduates onto the Board.

NEW BUSINESS

Athletic Department Review. General Mike Ryan (ret) gave a briefing on the athletic department review. He and his team reviewed the athletic program at the Air Force Academy for the leadership structure and the organization and synchronization with other departments, interface with the NCAA, special privileges for athletes, general support of the Academy's mission, and the financial side of the athletic department. Three different teams of experts from USAFA, United States Naval Academy, and West Point were constructed. In turn, there was a contrast and comparison of operations that are conducted at the different academies. There was also a comparison of the primary focus of the athletic departments, operational revenues, and Title IX. General Ryan and his colleagues also looked deeply into whether or not the Air Force Academy should remain a Division 1-A. However, no reason was found to get out of the Division 1-A business.

General Ryan examined the leadership and learning opportunities of athletics, and stated they are very useful and transferable to the active duty requirements. In addition, athletes were

looked at in this study, and General Ryan and his colleagues were driven by the idea that athletes should not be separated from the rest of the entering class. He stated athletes ought to be treated as equitably as other cadets who enter the Academy as nonrecruited athletes, however, there was a discrepancy in this in that certain sports' recruited athletes didn't necessarily receive an interview from an admissions liaison officer nor did they have to take the physical aptitude examination.

In examining the admissions process, General Ryan also discovered the students that were going through the prep school took the SATs going into the prep school, however, they didn't take them coming out. General Ryan felt as though that is a separator from those who come it through the admissions program and others. Thus, he believed that they (prep school students) ought to take the SATs again. He also informed the Board of the SATs and academic composites measuring nonrecruited athletes against recruited athletes. In this case, the recruited athletes for the last 24 years have been about 5 to 7 percent lower than the nonrecruited athletes. However, from a philosophical standpoint, General Ryan stated that these figures aren't unusual considering the amount of time that athletes in high school dedicate to athletics. The graduation rates of recruited versus nonrecruited cadets were also studied. The results depicted they are within a 5 percent range of each other.

General Ryan also stated that a recommendation to the Secretary and Superintendent was made for a mandatory multi-day and yearly comprehensive indoctrination at USAFA to ensure everyone understands what each branch of the institution is doing and why. All in all however, General Ryan stated the athletic department leadership structure, organization, and synchronization was adequate, however, some fine-tuning would help to improve it.

The meeting was concluded at 3:35 pm.

EXECUTIVE SESSION

The Board met in a closed executive session. Meeting adjourned at 4:30 pm.

SUMMARY OF MOTIONS

The motion was made and seconded and passed unanimously to accept the minutes of the 14-15 May 2004 board meeting as presented.

OTHER ACTIVITIES

BOV Members observed several Basic Cadet Training activities and were able to interface with cadets and military training instructors.

SUMMARY OF FOLLOW-ON ACTIONS

General Rosa to provide results from sexual assault comparison of all Service academies.
Mr. Shaw to provide info on legislation issues and town hall meeting results.
Further outbriefs on USAFA studies.

APPENDIX 1: 14-15 May 2004 BOV Meeting Summary

The Academy BOV convened on 14 May 2004 in the Superintendent's Conference Room, United States Air Force Academy, Colorado Springs, Colorado. BOV members attending included Governor James Gilmore III (BOV chair, Mr. Robert K Dornan, Mr. John E. Kidde, and Dr. Susan C. Schwab; Senators Wayne Allard and Mark Pryor; Representatives Joel Hefley and Kay Granger. Distinguished visitors included Dr. James Roche (Secretary of the Air Force), Maj Gen Roger Brady (Special Assistant for Force Development), Ms. Kelly Craven (Deputy Assistant Secretary (Force Management & Personnel), and Brig Gen Frederick Roggero (Director of Public Affairs). Academy attendees included Lt Gen John Rosa, Superintendent, Maj Gen Kathy Thomas, Assistant to Superintendent, Brig Gen Johnny Weida, Commandant of Cadets, Brig Gen David Wagie, Dean of Faculty, Col William Carpenter, Director of Admissions, Colonel Debra Gray, Vice Commandant of Cadets for Strategy and Plans, Colonel David Curdy, Director of Plans and Programs, Colonel Harvey Johnson, Preparatory School Commander, Colonel Susanne LeClere, 10 ABW Commander, Mr. Johnny Whitaker, Director of Strategic Communications, Mr. Brad De Austin, Acting Director of Athletics, Mr. Jim Shaw (Col, USAF, Ret), and Lt Col Thomas Joyce, BOV Executive Secretary (SAF/MRM).

The Chairman, Governor Gilmore opened the meeting at 0755 hrs, May 2004 and welcomed attendees. He introduced Secretary Roche and thanked him for attending, and noted that it was the first meeting for the two new appointees, Senator Pryor and Congresswoman Granger. He reiterated his intention for the Board to meet four times per year, preferably twice in Colorado Springs and twice in Washington DC, noting there is no substitute for getting to the Academy to see the people – military and civilian staff assigned to the Academy and meeting with the cadets. Following the chairman's comments, Secretary Roche swore in Senator Pryor, Congresswoman Granger and Dr Schwab as members of the Board.

Maj Gen Brady provided the Board information on how USAFA graduates are doing to other sources of commissions (ROTC and OTS). The data indicate that, as a whole, USAFA graduates were performing very well relative to the other commissioning sources. The date reviewed was for individuals who could have or should have reached 20 years of commission service in years 1997 to 2003, broken out by commissioning source and by gender. He agreed to present at the next Board meeting data that shows the rate graduates leave the service at the first opportunity to separate. Regarding promotion rates, Gen Brady noted there are not significant differences across the board on promotion to major, but at promotion to lieutenant colonel and colonel, females do very well. He surmised that while females retain at a lower rate, the ones that stay are really good and are doing extraordinarily well.

Senator Allard moved that the minutes for the previous meeting of 3 February 2004 be adopted. The motion was seconded and passed unanimously to accept the minutes of the 3 February 2004 board meeting as presented.

Colonel Debra Gray presented the Board with an update on the Culture and climate assessment. In regards to the Fall 03 cadet climate survey, Colonel Gray noted the high response rate (86%), the positives (high trust and confidence in leadership and high perception of safety), and the many challenges (to include cadets condoning violations, alcohol issues, and the perceived gap between intercollegiate and non intercollegiate athlete cadets). The presentation ensued to a discussion on religious climate and whether there is a problem with religious persecution or harassment, then to the concerning treatment of cades who are intercollegiate athletes versus those who are not. In turn, Brig Gen Weida provided the Board with specifics

concerning how the Academy is combating this perception. He mentioned how the cadets' schedule has been revised to include all athletes in all major training events as well as Commandant's time (training time centered around the noon hour); intercollegiate athletes are also required to fully participate in the summer programs.

Regarding the organization culture survey of permanent party personnel, Colonel Gray noted this was a first for USAFA. Over 1,700 personnel responded for a 57% response rate. The areas addressed target the same areas on the cadet survey in order to compare attitudes between the two groups. He summarized some of USAFA's accomplishments since Oct 03, to include the development of the four-year Officer Development System; the utilization of national experts in sexual assault and climate issues to talk with/educate faculty, staff, and cadets (with the focus on small-group innovative training); the movement of the cadet disciplinary system to the operational Air Force disciplinary system; and the expansion of the Academy Response Team's responsibility to the entire base. She provided sexual assault statistics and closed by reiterating that the Academy will continue to brief the Board on survey results and assessments.

Colonel Dave Curdy provided the Board with the USAFA master plan to assess graduates (the "product") and measure the success of the new Officer Development System.

Ms. Kelly Craven provided the Board an update on the on-going Air Force review of whether there is the right number of female cadets at the Academy, noting that experts point out that there will generally be a healthier climate when there is at least 30% females. However, the Air Force has a lower rate of females, fewer pilot qualified, etc.

Colonel William Carpenter gave an update on the class of 2008. To date, over 12,400 applications were received with 2200 fully qualified; 3500 applicants were female with 360 of those qualified. Although the application rate was very high (35% increase from last year), the quality is consistent with that of the past 10-20 years.

The chairman presented the proposed Board by-laws. Senator Allard commented that changes in legislation could be made. Senator Pryor moved that the bylaws be adopted. Congressman Hefley seconded the motion, and it passed unanimously.

General Rosa gave the Board a progress report and noted major upcoming events and challenges, reiterating the focus areas of educating and training staff, faculty and cadet; focus and orient USAFA on the Air Force; and, assess and improve the USAFA climate culture. He reviewed actions accomplished as part of the new ODS, as well as the transition from the cadet disciplinary system to the Uniform Code of Military Justice. He addressed the new Cadet Site Picture, a condensed version of what used to be over 800 pages of cadet rules and regulation; it's now just over 200 pages. He gave an update on the grounding of the Doss Aviation-maintained aircraft, and informed the Board that USAFA was considering putting the entire flying operation under Air Education and Training Command.

General Rosa then addressed the recent cheating scandal. He acknowledged that the Academy should have used better Internet/computer testing protocols. The Board then briefly discussed the Academy honor program and associated punishments to include expulsion and probation. Dr. Schwab commented that if the Academy is serious about the honor code it will have to show it's serious about enforcing it.

General Rosa updated the Board on the Academy's funding challenges, specifically noting how A-76 (i.e., competitive sourcing and privation) actions have reduced the Academy's

flexibility. He commented that the Academy's Top 10 unfunded requirements total about \$30.9million, and they are currently building their five-year program. He also noted the 261 person increase in permanent party personnel that was approved by Headquarters Air Force. In addition, he mentioned how General Mike Ryan, had completed his athletic department review and would brief General Jumper and Secretary Roche on 3 Jun 04 and then the Academy; the Board will be briefed as well.

The Chairman offered a resolution of commendation for Brigadier General David Wagie for the work he has done as Dean of Faculty. There was no objection to the resolution.

Colonel (retired) Jim Shaw gave a briefing on the USAFA Association of Graduates (AOG). He stated it's the position of the AOG's Board of Directors that USAFA is on the right track, not to change the Air Force Academy but to return it to where it once was.

General Weida provided the Board the discipline update in a closed session.

The Board discussed the proposed language currently before the US Senate and the House of Representatives , to include language directing the Dean of Faculty have at least some military experience and hold a terminal degree; language changing the composition of the BOV (to include directing fewer federal legislators and at least two USAFA graduates be on the BOV) and addressing participation and attendance; and language repealing the mandatory retirement of the USAFA superintendent upon the termination of his tour duty. The Board Supported all of the language as written, although Senator Allard noted there may have been some changes as the legislation is worked in committee and in conference.

There was a reminder of the scheduling of future meetings.

APENDIX 2: 3 February 2004 BOV Meeting Summary

The Academy BOV convened on 3 February in Room 2212, Rayburn Office Building, Washington, D.C. BOV members attending included Governor James Gilmore III (BOV chair), Mr. Dionel Aviles, Dr. Candace deRussy, Mr. Robert Dornan, Mr. John Kidde, Dr. Susan Schwab, and Mr. Winston Wilkinson; Senators Wayne Allard, Larry Craig; Representatives Joel Hefley, Carolyn Kilpatrick, and Mike Thompson. Distinguished visitors included Dr. James Roche (Secretary of the Air Force), General John Jumper (Chief of Staff of the Air Force), Ms. Kelly F. Craven, Deputy Assistant Secretary (Force Management & Personnel). Academy attendees included Lt Gen John Rosa, Superintendent, Brig Gen Johnny Weida, Brig Gen David Wagie, Colonel William Carpenter, and Mr. Jim Shaw (Col, USAF, Ret), and Lt Col Thomas Joyce, BOV Executive Secretary (SAF/MRM).

The Chairman, Governor Gilmore, opened the meeting at 0900 hrs and welcomed attendees. He introduced Secretary Roche and General Jumper and thanked them for attending. He reminded the Board of its decision at the October 2003 meeting in Colorado Springs to increase its meeting to four times a year, very typical of the boards of public and private universities around the nation. This will give the Board more opportunities to hear from USAFA and share information, as well as being more watchful and more observant, resulting in being more helpful to USAFA as well as the Air Force.

The Chairman stated that to make it more practical for those Board members who are federal legislators to attend, there will be 2 meetings per year in Washington DC and those held at the Academy will be 2-day meetings held on Friday/Saturday if at all possible. In addition, He stated there is nothing wrong with supporting USAFA, but the role is not to be a cheerleader. It is to provide insight and oversight and report to the President, as required by statute, once a year.

Following a review of the meeting's agenda, the chairman asked Secretary Roche to swear in Congresswoman Kilpatrick as a member of the Board. Following the swearing in and formal welcome of Ms. Kilpatrick, the chairman gave the floor to Secretary Roche for comments.

Secretary Roche first commented that he and General Jumper are committed to having one or both of them at each of the Board meetings, if at all possible. He noted how he and General Jumper, as well as the other Air Force 4-star generals, are continuing to go out to the Academy to speak and interact with the cadets. Secretary Roche said both he and General Jumper are very interested in seeing the strengthening of the BOV--for members to use their talents, background, and insights--to help the Air Force. He noted the Academy has made significant strides since the issuance of the Agenda for Change in March 2003, that it is a good beginning but a situation we will have to work at on a continuing basis. This includes integration of male and females; giving USAFA first priority on officers (Air Officers Commanding (AOCs) and NCOs (Military Training Leaders (MTLs)); and, limiting tours of permanent party officers to 3 years. He stated he is encouraged by data that shows the Class of 2007 has the lowest 1st semester attrition rate in a decade and the highest aggregate GPA for fall semester freshman in 20 years. Secretary Roche also noted this year's applications includes a record number of female applicants, and the total number is 14% higher than last year and only exceeded by 1990. He then asked General Jumper to comment.

General Jumper commented that he and Dr Roche have spent a considerable amount of time on this issue and how beneficial it is to meet with the Board. He stated he was very pleased with leadership team of Lt Gen Rosa and Brig Gen Weida; they are implementing the right changes that focus on the culture of the Academy while paying particular attention to the procedures and processes for properly reporting sexual assaults.

Mr. Dornan commented on the great increase in female USAFA candidates and asked for a reason. Secretary Roche replied that there are probably a number of reasons including an increase in patriotism; a more user-friendly application process; and the increased attention may have helped to better publicize the USAFA and how open the Air Force is to women.

Brig Gen Weida, USAFA Commandant of Cadets, provided the Board a Review of Cadet Sexual Harassment and Sexual Assault Training. General Weida noted the definitions USAFA uses for sexual harassment and sexual assault are the same definitions used in the operational Air Force.

USAFA consulted with and benchmarked against the operational Air Force, other Service Academies, other universities, and civilian subject matter experts across the nations to improve sexual harassment, sexual assault, and alcohol education.

Mr. Kidde asked if training is mostly lecture series or focus sessions. General Weida answered all mediums are being used; computer-based training is augmented by small group discussion facilitated and led by trained faculty (with some team teaching with cadets).

USAFA is now providing more purposeful and effective training via small group sessions with experienced educators through a 4-year integrated training plan (vice ad hoc scheduling). Secretary Roche commented that it also ensures all cadets are available for training (e.g., athletes). General Weida added that experts are excited about working with USAFA in hopes to use USAFA as a national model since all universities are having these problems.

Senator Allard asked if USAFA was still doing anonymous cadet surveys. General Weida replied that USAFA will give a climate survey to all cadets each Fall; DOD/IG is planning on surveying the cadets at all 3 Service Academies this Spring; and, the Class of 2004 will be surveyed again right before they graduate this May to see how far we have come with them. In addition, an Organization and Climate survey will be given to USAFA permanent party personnel; this information will show where our "coaches and mentors" are in their journey.

Chairman Gilmore asked how USAFA gets the word out to the cadets, and what kind of feedback is USAFA getting from cadets. General Weida replied that this is done through quarterly Commander's Calls, bi-weekly meetings with cadet and officer leadership, and open-forum senior leader roundtables at lunch. The biggest area of concern is the transition from the traditional 4th class system to the new 4- class system. In the old system, the thought was, if you survive the 4th class year you've got it made. USAFA is now focusing on a developmental process from start to finish, demanding a lot more from the upper classmen.

The Chairman commented on the cadets' concern with the reputation of the Academy. General Weida replied that he tells the cadets they are in direct control of their reputation.

General Rosa commented on how USAFA is going from a 4th class to 4-class system, and that West Point did this in 1990 and the Naval Academy did it in the late '90s. In almost every survey of USAFA cadets, two-thirds say the training does not prepare them to be second

lieutenants, while only one-third of West Pointers say this.

General Wagie then discussed the contents of Philosophy 310, Ethics course. In addition, he discussed some of the other courses available to cadets as electives that cover ethics and moral codes.

General Weida then discussed the character courses available to the cadets. General Weida stated 3 of the 4 classes are graduation requirements, and the fourth is being taken by second-class cadets and will likely soon be a graduation requirement.

Mr. Thompson stated he felt that maybe something should be done different as far as USAFA's recruiting and recommending cadets. He commented on the need to look at character, leadership, and values better before the students ever enter USAFA. He asked if USAFA helps in the screen during the nomination process and if there is a standard operating procedure. Col Carpenter, USAFA Director of Admissions, replied that the nomination process varies between different Congressional offices. However, liaison officers could serve on over 350 nomination panels at the request of the members of Congress. He noted there were about 1,900 admission liaison officers (ALOs) across the country that are trained to know Service Academy and ROTC missions and admission processes, and offered their use to members of Congress. He also stated he believed the best approach was to continue using these reserve members on nomination panels vice just using active duty personnel who would lack the appropriate knowledge.

General Rosa gave the Board a progress report and noted upcoming events, challenges, and the way ahead. He noted that in the 50 year history of the Academy the changes that they are now making--changing the way USAFA educates and trains from a 4th Class System to a 4-class system--are the biggest changes ever. He commented the new Officer Development System and 4-class system are key to the foundation that is just being built.

General Rosa noted how USAFA has teamed and benchmarked with subject matter experts on the Sexual Assault issue. He stated how USAFA is now providing the cadets assertiveness training up front – so all cadets know what their rights are – both males and females. He also shared with the Board the creation of a cadet-led women's forum, mentored by the Vice Commandant of Cadets, Colonel Deb Gray. The forum provides a great opportunity for the women to get together and express themselves.

The Superintendent also noted how the new 4-class system is the way our Air Force operates, while the 4th class system was independent from the way the Air Force operates. He stated the 4-class system is tied to the Air Force's Force Development system where we educate and train appropriately – the right training for the right person at the right time.

General Rosa shared with the Board how the Cadet Discipline System has been replaced by the Uniform Code of Military Justice (UCMJ) system used in the operational military. He noted how the UCMJ system is rehabilitative vice punitive, and thus takes more time since it is based on counseling and interpersonal relationships.

General Rosa shared how the USAFA Assessment Board of Directors is developing an assessment plan for the long-term health of USAFA; this will be an integrated approach signed off by the senior leadership team. He noted how USAFA is in the process of developing key metrics that will tell us the health of the Training Wing, the athletic department, the Faculty, the Headquarters Staff, the Air Base Wing, and the Preparatory School.

Additionally, he noted how great progress is being made against the 140 *Agenda for Change* action items and how the Athletic Department review, led by former Chief of Staff of the Air Force, General Mike Ryan, is underway. They will be reviewing the USAFA physical development pillar, and the relationship between cadet athletes and non-athletes.

General Rosa also noted they will be looking to replace the retiring Dean of Faculty, General Wagie, and hire a new athletic director (currently vacant) in the coming months.

Ms. Kilpatrick asked what programmatic changes are being made as a result of the new Officer Development System, and will the cadets know their responsibilities before they arrive. General Rosa replied the old 4th class system did not train and develop leaders. The new program lays out expectations for all classes.

Dr. Schwab asked how the staff and faculty are integrated. General Wagie answered by stating all faculty and staff are given mandatory training of the ODS.

Mr. Dornan asked who was handling the overwhelming number of media requests. General Rosa informed him that he had hired a Director of Strategic Communications, Mr. Johnny Whitaker, who oversees everything that comes in and out of USAFA. He works directly for the Superintendent and can speak for him and the institution.

General Weida reviewed the handout provided to the Board members (USAFA Officer Development System pamphlet, *Building Leaders of Character*, January 2004), stating how the system is the framework for the USAFA way ahead. A video of the US Air Force Force Development system, to better develop the Air Force officer corps, was then shown to the Board.

There was a reminder of the scheduling of future meetings.