



**UNITED STATES AIR FORCE ACADEMY  
BOARD OF VISITORS  
WASHINGTON D.C. 20330**

15 December 2005

**MEMORANDUM FOR SECRETARY OF THE AIR FORCE**

**FROM:** USAFA Board of Visitors  
c/o AF/DPDOA  
1040 Air Force Pentagon  
Washington, DC 20330-1040

**SUBJECT:** Semi-Annual Report, United States Air Force Academy Board of Visitors

On behalf of the entire U.S. Air Force Academy (USAFA) Board of Visitors (BoV), congratulations on your recent selection as the Secretary of the Air Force, and welcome. As the Chair of the USAFA BoV, Title 10, U.S.C. § 9355 requires that I submit this semi-annual report for your consideration. This report covers two BoV meetings, 7-8 April and 15-16 July 2005. Both convened at USAFA.

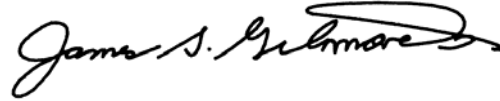
During my time as BoV Chair, USAFA made tremendous progress under the strong leadership of Lieutenant General John Rosa, working through several challenges that included sexual assault and religious respect. An indispensable element of that progress has been the open and honest relationships between the USAFA leadership, Air Force leadership, and the BoV. I fully expect the new Superintendent, Lieutenant General John Regni, to carry on the deep cultural changes started by General Rosa, to continue focusing USAFA on developing officers of character, and to maintain the close relationship with Air Force leadership and the BoV that facilitated this recent progress. The BoV, in turn, will conscientiously fulfill its oversight responsibilities through active engagement with USAFA on behalf of you, the Secretary of Defense, and the President, and will continue to provide you our candid assessment. As reflected in our Charter, the Board remains focused on USAFA's morale, discipline, social climate, curriculum, instruction, physical equipment, fiscal affairs, and academic methods

The BoV addressed relevant issues during this period as the Academy found itself working through complex issues that can be applied on a national level. The major emphasis items include their Sexual Assault/Harassment Program and Religious Respect initiatives. USAFA's approach for preventing and responding to allegations of sexual assault is now a model collegiate program, and led to development of new Air Force and DoD-wide policies. Similarly, concerning the issue of religious respect, USAFA has completed phase one training called Respecting the Spiritual Values of all People (RSVP); is well along in developing follow-on training modules; and, served as the catalyst for development of AF-wide interim religious respect guidelines. The new Officer Development System (ODS), designed as a full four-year leadership growth experience, is well conceived and capable of preparing officers that can lead in the dynamic global environment. Additionally, USAFA is diligent about assessing cadet and

permanent party culture and attitudes, providing a good measuring stick for progress on this journey.

Along with continued monitoring of the above efforts, there are still several other areas that require the BoV's steadfast attention. The age of USAFA's physical plant is beginning to show, and Air Force leadership will have to determine the appropriate level of recapitalization to address this issue. The USAFA Association of Graduates (AOG) is in the middle of a \$100 million fundraising campaign entitled "Building Leaders of Character for the Nation." While the BoV enjoys a strong relationship with the AOG, it is critical, for the best interest of the Air Force, USAFA, and the AOG, that we validate the transfer and use of funds from this campaign and that it remains transparent and free of even the perception of improper influence. Finally, we are currently working to fill upcoming vacancies on the BoV, and hope for timely fills by the nominating authorities.

I hope to see you at our next meeting here in Washington D.C. in February, and look forward to a very positive relationship over the years to come.



JAMES S. GILMORE III  
Chairman, USAFA Board of Visitors

cc:  
Members of the Board of Visitors  
Superintendent, USAFA

Atch:  
Semi-Annual Report

## TABLE OF CONTENTS

BOARD COMPOSITION & CHARTER.....	4
2005 Board of Visitors Membership, Composition & Terms.....	4
Charter.....	5
APPENDIX 1 - April 2005 Minutes of the Meeting of the USAFA BoV.....	6
APPENDIX 2 - July 2005 Minutes of the Meeting of the USAFA BoV.....	11

**2005 BOARD OF VISITORS  
MEMBERSHIP, COMPOSITION, AND TERMS**

	Years on the Board	Term Expires
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**APPOINTED BY THE PRESIDENT OF THE UNITED STATES\***

Dr. Dionel Emilio Aviles	02-Present	2006
Mr. Charles P. Garcia	05-Present	2007
Gov. James S. Gilmore III	03-Present	2005
Mrs. Nancy Kudla	05-Present	2007
Dr. Susan C. Schwab	03-Present	2006
Mr. Winston A. Wilkinson	03-Present	2005

**APPOINTED BY THE VICE PRESIDENT OF THE UNITED STATES**

US Senator Larry D. Craig (R-ID)	01-Present	Annually
US Senator Mark Pryor (D-AR)	04-Present	Annually

**APPOINTED BY THE SPEAKER OF THE HOUSE OF REPRESENTATIVES**

US Representative Kay Granger (R-TX)	04-Present	Annually
US Representative Joel Hefley (R-CO)	87-Present	Annually
US Representative Carolyn Kilpatrick (D-MI)	03-Present	Annually

**APPOINTED BY THE CHAIRMAN, SENATE ARMED SERVICES COMMITTEE**

US Senator Wayne Allard (R-CO)	99-Present	Annually
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**APPOINTED BY THE CHAIRMAN, HOUSE ARMED SERVICES COMMITTEE**

Mr. Robert Dornan	03-Present	Annually
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\*Presidential appointees serve for three years, however, per Title 10, they continue to serve on the board until replaced.

## USAF ACADEMY BOARD OF VISITORS

The Board of Visitors of the U.S. Air Force Academy is established under Title 10, US Code, Sec. 9355.

### CHARTER

The Board is required by its statutory charter to meet four times annually, and after its annual and semi-annual meetings, the Board submits a written report of its actions, views, and recommendations of the Academy. By law, the Board is also required to visit the Academy at least twice a year and to inquire into the morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

### STRUCTURE

By law, the Board of Visitors of the United States Air Force Academy is constituted annually and consists of 15 members:

- a. Six persons designated by the President. At least two of these members shall be graduates of the Academy.
- b. The chairman of the Committee on Armed Services of the House of Representatives, or his designee.
- c. Four persons designated by the Speaker of the House of Representatives, three of whom shall be members of the House of Representatives and the fourth of whom may not be a member of the House of Representatives.
- d. The chairman of the Committee on Armed Services of the Senate, or his designee.
- e. Three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate.

### TERMS

Presidential designees serve for a period of three years. Each of the additional nine board members serves a minimum term of one year. Any member whose term of office has expired shall continue to serve until his successor is appointed. Unexcused absence from two successive meetings shall be grounds for termination in accordance with statutory requirements.

### REIMBURSEMENT

Board members (and any advisors approved by the Secretary of the Air Force for consultation) are reimbursed for travel expenses under Government travel regulations.

### OPERATING COSTS

Estimated annual operating costs are approximately \$80,000 and .8 man years.

**APPENDIX 1: Minutes of the Quarterly Meeting of the USAFA BoV, 7-8 April 2005**

**MINUTES OF THE REGULAR MEETING  
BOARD OF VISITORS (BoV)  
UNITED STATES AIR FORCE ACADEMY (USAFA)**

The chairman called the meeting of the USAFA Board of Visitors to order at 8:03 am on 8 Apr 05 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 Senator Larry Craig (R-ID)  
US Representative Joel Hefley (R-CO)  
US Representative Carolyn C. Kilpatrick (D-MI)  
Mr. Dionel E. Aviles (Vice Chairman)  
Mr. Robert K. Dornan  
Mr. Winston A. Wilkinson

**MEMBERS ABSENT:**

US Senator Mark Pryor (D-AR)  
US Representative Kay Granger (R-TX)  
Dr. Susan C. Schwab

**AIR FORCE SENIOR STAFF:**

Ms. Shirley Martinez, Deputy Assistant Secretary (Force Management & Personnel) and USAFA BoV Designated Federal Official  
Brigadier General William A. Chambers, Director, Airman Development and Sustainment

**USAFA SENIOR STAFF:**

Lieutenant General John W. Rosa, Superintendent  
Brigadier General Johnny A. Weida, Commandant of Cadets  
Brigadier General Dana Born, Dean of Faculty  
Dr Hans Mueh, Director of Athletics

**USAFA ASSOCIATION OF GRADUATES (AOG):**

Col (ret) Jim Shaw

**BoV EXECUTIVE SECRETARY:**

Lt Col Paul A. Price (AF/DPDO)

## **OPENING COMMENTS BY THE CHAIRMAN**

The chairman, Governor Gilmore, opened the meeting at 0803 hrs, 8 April 2005, and welcomed attendees. He began by expressing his appreciation to everybody for getting out to Colorado Springs and he reiterated the importance and value of splitting the meetings between Colorado and Washington DC. A short discussion about character ensued. The concern was that character isn't introduced until the cadet arrives at the academy and it should be introduced throughout the recruiting process. General Rosa addressed what is being done to improve this recognized problem area. He expressed the deepest regret for the loss of Representative Tilly Fowler and for the work she did on behalf of the Air Force, particularly in the time t of transition. He reviewed the agenda and then gave the floor to General Rosa for an update.

## **OLD BUSINESS**

Minutes of the 11 Feb 2005 Meeting. Governor Gilmore moved that the minutes for the previous meeting of 11 February 2005 be adopted. Senator Allard seconded the motion and passed unanimously to accept the minutes of the 11 Feb 05- meeting as presented.

## **SUPERINTENDENT'S TIME – USAFA UPDATE**

General Rosa gave a status report. He began with the good news stories, and then he discussed the progress since the last BoV, financial issues, upcoming events and challenges at the academy.

Cadets participated in the Presidential Inauguration, sang at the Super bowl and the NBA All-Star Game. USAFA hosted the national finals for intercollegiate boxing, and had three national champions. Although not an NCAA sport, Women's' rugby club is number one in the nation and undefeated. The Academy's 13<sup>th</sup> cadet was awarded a Truman scholarship and will go on to study a foreign language after graduation. General Rosa discussed the positive indicators and highlights from the 2004 DoD/IG Sexual Assault Survey. In the 2004 Department of Defense Inspector General report, USAFA went from 177 total assaults that were reported anonymously in these surveys to 92 in 2004, a 50 percent decrease. In 2003, 109 females reported 177 instances. Forty-one of those females had multiple instances. And in 2004, 79 females reported 92 instances. Eleven of them had multiple instances. USAFA is moving in the right direction, though it's still nowhere near where desired. In USAFA's climate survey, 87 percent of the females and 84 percent of the males said that Academy leadership is doing the right thing and cadets support the cultural changes going on here at the Academy. In education and training, USAFA began Respecting Spiritual Values of all People (RSVP) campaign. This forms a sub-campaign of the Culture Change Plan, is similar to the alcohol sub-campaign and the sexual assault sub-campaign. The overall campaign is a campaign to move this culture. USAFA will hold a spring training event (PINNACLE) that is very similar to the fall training event, focusing on 36 squadrons competing against one another in a tough professional exercise. All 4 classes participate to validate each of them moving to the next class. It is related to Air Force Skills and preserves foundational traditions. Next, General Rosa moved on to discuss the focus and orientation of the Academy. USAFA is enhancing the emphasis on Space throughout the curriculum and expanding the opportunities for cadet hands-on involvement in academic research. One member of the faculty won an international award for innovation in the classroom, and he has put into the core curriculum a satellite into the classroom. Many other universities have adopted that same system and program. USAFA's unit compliance

inspection, like an inspection done in operational units around our Air Force welcomed, for the first time, 150 inspectors from the Air Force Inspection Agency in Air Education and Training Command. They inspected for eight to ten days, and looked at every facet of the Academy mission. USAFA's report card on what kind of programs they have and how well they we in compliance with those programs went very, very well. Every one of the sub elements got an "excellent" rating. As with any inspection there were some outstanding areas and other that will require follow-up answers. Overall, this was a "real big boost" for what USAFA institution has gone through. Cadets will now be classified in the spring of their junior year versus their senior year as in the past to more closely coordinate with AFROTC. The benefits are that the cadets will know their Air Force Specialty Code (career field) a year prior to graduation and be able to complete medical qualifications and security clearances earlier.

Secretary Roche and General Jumper wanted an Officer Fitness Review (OFRB) on cadets prior to their commissioning to make sure that all cadets that are graduating should be commissioned. Cadets who met the following four categories met the OFRB: any cadet who is undergoing an investigation for disenrollment; cadets who are currently on probation as a result of their disenrollment investigation; cadets on conduct, aptitude or honor probation any time within the two years prior to graduation, especially any alcohol-related or integrity-related incidents; any cadet with an active Unfavorable Information File. Out of 921 cadets projected for commissioning with the class of 2005, 93 cadets were identified for review (9.9%); 83 of them were recommended for commissioning (89.2%) and 10 cadets were not recommended for commissioning (10.8%). The board was made up of two panels including a full colonel, a lieutenant colonel and an E-9 that all came in from outside the Air Force Academy to review cadet records. Of the ten cadets non-recommended for commissioning, five were already recommended for disenrollment by the commandant; three were on probation; one was recently accused of an honor violation (still under review); and one was recently put on probation.

In an effort to assess and improve, USAFA administered a graduate survey to provide insights used to measure progress toward goals of Culture of Change Plan. Initial results are positive, with official results to be released soon. USAFA/CC will give an update at the next BoV. The DoD IG will administer their annual survey the week of 25 April 2005, the results of which will be reported at the soonest Board meeting after release. Like the rest of the Air Force and other services, USAFA faces cuts and fiscal struggles, but we are not in crisis mode. USAFA/CC will update more on this at the next BoV, proposed for 15-16 July 2005.

Some of the challenges USAFA is facing are: keeping the Culture of Change Plan moving forward; institutionalizing the 4-year integrated development plan; developing a coherent Strategic Plan based on clear vision. USAFA is making progress, but it is a long run and not a destination. USAFA continues to work and improve and make adjustments where needed though the tempo of the last 19 months to two years, is perhaps probably quadruple normal operations, and leadership wants to be careful they don't wear this team out.

The BoV also discussed assessments, attended an RSVP training session, and continued about religious issues.

Closed Sessions. The Board then proceeded to a closed meeting via teleconference with the acting Secretary of the Air Force, Mr. Michael Dominquez. The meeting covered accountability processes.

General Weida provided the discipline update in a closed session.



## **NEW BUSINESS**

Analysis of the USAFA DoD IG Survey Results: Major General Jeff Musfeldt, Deputy Inspector General gave a detailed briefing on the DoD IG survey and examination of the issues of sexual assault. The survey was given a year ago so the information was dated. Tabulation of the results and preparation resulted in release of the report only the week previous to the BoV meeting. The next in the series of five surveys mandated by congress will be given the week of 25 April. DoD IG went to all three academies, surveying all the females at each Academy, between 600 and 650 females at each and about 30 percent of the males, approximately 1000 - 1100. General Musfeldt discusses the results of the survey, but cautioned others that this data is old and the first in a series of five surveys. It is a baseline for future USAFA reviews.

Michael Josephson's Review of Character Development at the USAFA: General Weida briefed the report from an expert in the field of character development, Michael Josephson. He handed out copies of the report and highlighted several aspects of it. General Weida discussed changes they've already made and which ones they are going to review in more detail before deciding to implement.

Association of Graduates Update. Colonel (retired) Jim Shaw gave a briefing on the USAFA Association of Graduates (AOG). He discussed the importance of getting the story of the Air Force Academy out. They are working with a few production companies to get a film and written material out. He talked about the importance of teaching history and discussed a few of the awards given to distinguished graduates. He outlined the importance of communicating with graduates. He brought copies of the "Return With Honor" and "Expect Great Things" as requested from the last meeting. Governor Gilmore asked about fundraising and Mr. Shaw stated they have \$18 million, which is in full compliance with all the rules and regulations of Colorado.

Schedule of Future Meetings. The next meeting of the Board will be 15-16 July 2005 at the Air Force Academy in Colorado. Future dates are planned for October in Washington DC.

## **EXECUTIVE SESSION**

The Board met in a closed executive session (BoV members only) from 1:30 pm to 2:30 pm, and the meeting adjourned at 2:30 pm.

## **SUMMARY OF MOTIONS**

- The motion was made, seconded and passed unanimously to accept the minutes of the 11 February 2005 USAFA BoV meeting as presented.

**SUMMARY OF FOLLOW-ON ACTIONS**

- Send letter of condolence to the family of Representative Tillie Fowler

A handwritten signature in black ink, appearing to read "Paul A. Price". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

PAUL A. PRICE, Lt Col, USAF  
Executive Secretary

**APPROVED:**

A handwritten signature in black ink, appearing to read "James S. Gilmore III". The signature is cursive and includes a large, sweeping flourish at the end.

JAMES S. GILMORE III  
Chairman  
Former Governor of Virginia

**MINUTES OF THE REGULAR MEETING  
BOARD OF VISITORS (BoV)  
UNITED STATES AIR FORCE ACADEMY (USAFA)**

The chairman called the meeting of the USAFA Board of Visitors to order at 8:36 am on July 16 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 Joel Hefley (R-CO)  
US Representative Kay Granger (R-TX)  
Mr. Robert Dornan  
Mr. Dionel Aviles (Vice Chairman)  
Mr. Winston Wilkinson  
Ms. Nancy Kudla  
Dr. Susan Schwab

**MEMBERS ABSENT:**

US Senator Larry Craig (R-ID)  
US Senator Mark Pryor (D-AR)  
US Representative Carolyn C. Kilpatrick (D-MI)  
Mr. Charles P. Garcia

**AIR FORCE SENIOR STAFF:**

Mr. Michael Dominguez, Acting Secretary of the Air Force  
Lieutenant General Roger Brady, Deputy Chief of Staff, Personnel

**USAFA SENIOR STAFF:**

Lieutenant General John W. Rosa, Superintendent  
Major General Irv Halter, Vice Superintendent  
Brigadier General Johnny A. Wieda, Commandant of Cadets  
Brigadier General Dana Born, Dean of Faculty  
Dr. Hans Mueh, Director of Athletics

**USAFA ASSOCIATION OF GRADUATES (AOG):**

Col (ret) Jim Shaw

**USAFA BoV Designated Federal Official (DFO)**

Mr. Robert Goodwin (SAF/MRM)

**BoV EXECUTIVE SECRETARY:**

Lt Col Paul Price (AF/DPDO)

## **OPENING COMMENTS BY THE CHAIRMAN**

The Chairman, Governor Gilmore, opened the meeting at 0836 hrs, 16 July 2005, and welcomed attendees to USAFA. He reiterated the significance and importance of having four meetings a year and thanked General Rosa for hosting this meeting at the Academy. He briefly went through and recognized the members of the board and offered his gratitude for their attendance, hard work, and dedication. The Chairman announced the President's selection of two new members to the Board, Mr. Patrick Garcia (who will join the BoV at the Oct session) and Ms. Nancy Kudla. The Governor then joined Mr. Dominguez (ASECAF) who swore Ms Kudla in. Following this event, Governor Gilmore reviewed this session's agenda highlighting that the two-day session was a mix of cadet interaction and formal business.

## **OLD BUSINESS**

Minutes of the 8 April 05 Meeting. Governor Gilmore moved that the minutes for the previous meeting of 8 April 2005 be adopted. The motion was seconded by Mr. Aviles and passed unanimously to accept the minutes of the 8 April 05 board meeting as presented.

## **SUPERINTENDENT'S TIME – USAFA UPDATE**

General Rosa provided a status report noting good news and challenges at the Academy, successful past and upcoming events, as well programs and systems underway.

He discussed the religious respect issue, and mentioned that its plan mirrored that of the sexual assault issue. He then noted that reported sexual assaults at the Academy were decreased by 50 percent, and victims decreased 27 percent. The phases of development concerning the religious respect issue program were discussed with great detail. Phase one will have to be reworked after receiving the guidelines. Phase two can proceed ahead without guidelines because it deals with understanding world religion. Through interviews, General Rosa gathered that many young people don't understand each other's religions and faiths; however, there is an interest to learn because many don't want to offend one another. Therefore, phase two is pressing on. Phase three is under development and will involve the taking actual religious cases, discipline cases, and respect cases. The cases will be taken and placed into groups of 16 to 22, 23, and will provide feedback and room for analysis and discussion. He mentioned that this program like the sexual assault, alcohol, and all of the other current issues being worked, would be apart of a cadet's life from the time they arrive at the Academy, halfway, and by the end of their education.

The Superintendent discussed Pinnacle and reiterated the event's significance and importance. The pinnacle's purpose is to get the cadets to realize that all of the tasks performed at Pinnacle are "real world" tasks. Cadets should realize that if they develop a training plan, stick to it, adjust it along the way, and execute it, then they have accomplished *true* leadership.

General Rosa updated the board on officer development, and how this is a system that will continue to be integrated throughout the careers of the cadets. Due to the fact that many cadets said, "I don't have enough leadership position," General Weida and his team are looking and have received approval from the Chief to make internal changes so that more leadership opportunities will be given to cadets earlier. General Rosa hopes to have the officer development system tightly organized and structured into a four-year plan by the time next year's basics arrive at the Academy.

General Rosa stated, "Focusing, this is a huge success." As of result of the Chief and Secretary stating, "Our cadets are not getting enough in the operational Air Force. They don't know the Air Force. The Air Force doesn't know them," General Rosa and the Academy have

gone from 25 days out in the operational Air Force in the four-year career as a cadet to almost 72-75 days. There are 99 cadets and about 59 of them went into the Centcom area of responsibility. General Rosa stated, "The cadets come back fired up." They understand what it means to be in the profession, which is a great accomplishment for the Academy.

The Superintendent also presented an update on how graduates of the Academy were being ranked by their bosses. Of the raters, 75 percent of them ranked the Academy's graduates in the top half of their officers. However, General Rosa expressed that there is a need for improvement. Considering the four-year experience that the officers have at the Academy, General Rosa feels as though there ought to be a hundred percent of them in the top 75 percent.

There was an update on fall activities such as the graduate leadership conference, parent's weekend, and upcoming athletic events.

General Rosa suggested that it would be worthwhile, overtime, for the BoV to meet with the Navy leadership at the Academy. He suggested it would be an opportunity to see the kinds of issues they are working, as well as an opportunity for camaraderie. Governor Gilmore concurred with the idea, suggesting that it would be good for interaction purposes.

He provided the board with positive facts concerning the academy and its cadets that typically get "lost" in all of the ritual challenges of work. Donna Pounds went to the Academy as a NCAA champion, which was the first time the Academy has had a women's champion. In addition, he talked about how many cadets participate in community service such as: Boy Scouts, Girl Scouts, Habitat for Humanity, and a host of other organizations.

In closing, General Rosa mentioned that the Strat plan is moving along, with about just over 50 percent of it on the way. He informed the board that there would be another update on the plan in the fall. Currently, the plan is moving in a positive direction. There have been setbacks along the way; however, there has been a great deal of progress. He also reminded the board of the last culture climate survey in which 87 percent of female cadets and 83 percent of the male cadets said the Academy was going in the right direction.

## **NEW BUSINESS**

**Board Establishing Statutes:** Mr. Dave Thomas (SAF/GC rep) briefed the board on the statutes that establish the Board. He mentioned that facts that the statutes establish the membership of the Board, indicate that certain key members of Congress will participate in the Board, and indicate who will designate the other people to serve on the Board of Visitors. He discussed some of the qualifiers in the statute, such as; members of certain key Congressional committees need to be represented on the Board and also at least two people appointed by the President need to be graduates of the Academy. In addition, the statute was indicated by the Chair and requires at least four meetings a year, two that would be at the Academy. He also mentioned the FACA (Federal Advisory Committee Act), stating it is "Any group established, if you're established under the statute, provided by recommendations to the executive branch." He gave an overview of the different rules and regulations that lie within the statutes concerning meeting times, notices of meetings, open/closed meetings, and communication between members.

**Oversight Briefing:** The purpose of this briefing was to show how organization takes place at the headquarters and how oversight of the Academy is accomplished from the headquarters. Mr. Dave French (SAF/MRM rep) mentioned that the current oversight structure stemmed from the sexual assault cases in 2003. He explained fundamentally, oversight is the development of policies and procedures and guidance that is produced at the headquarters to help the Academy accomplish its job. Mr. French discussed the second portion of oversight being the establishment of performance management system where metrics are developed so that the Academy will know what it is they need to measure to insure that they are accomplishing their

mission. He presented the third part of oversight as being the most important part in which it is the headquarters responsibility not to analyze or look at the Academy, but to provide them the resources they need. Mr. French also mentioned some of the tasks that the oversight team has produced since 2003, in addition to some of the current projects underway.

Sexual Assault Reporting: General Rosa began the update and then turned it over to Colonel Deb Gray (34 TRW/CV) to outline the changes within the sexual assault reporting. Colonel Gray began her presentation by stating one of the issues that surface when dealing with sexual assault is the UCMJ (Uniform Code of Military Justice). She mentioned that there is not a charge called sexual assault; rather there are charges that are named as UCMJ items.

She briefed the board concerning where they have been since April 2003, when they were first asked to construct an organized system for sexual assault reporting. Since then, a multidisciplinary Academy Response Team has been set up that immediately responds to incidents. Colonel Gray also stated that cases are now followed all the way to the end.

Col Gray presented a slide that was designed to explain restricted and unrestricted reporting. Whether a victim comes forward restricted, confidential, or unrestricted everyone has the option of receiving a sexual assault kit, medical services, and counseling services. In terms of eligibility, the active duty military are only allowed to have restricted reporting. She mentioned that the process needed to be worked through and refined. At some point in the future it may be broadened to the larger population, however, at the particular point the current terms of eligibility is the “center of gravity.” She also briefed the board on the process of independent reports and other sexual assault reporting cases. Lastly, Col Gray presented the board with FBI statistics on the national average for women victims reporting assault.

Religious Respect: General Roger Brady presented the BoV with an update on the religious respect initiative involving USAFA (this was a follow up to a teleconference he had conducted with BoV members at the request of Governor Gilmore). Gen Brady provided the background on this issue by explaining that he was personally appointed by the Acting Secretary of the Air Force and the Air Force Chief of Staff to lead a diverse team (16 Members) to conduct a hands-on review to assess the religious climate at the United States Air Force Academy (USAFA) and their progress in integrating principles of respect in their character development program. Specifically, the team was directed to assess policy and guidance on the subject, appropriateness of relevant training for all personnel at USAFA, practices in the Academy community that would either enhance or detract from a climate that respects both the “free exercise of religion” and the “establishment” clauses of the First Amendment, effectiveness of USAFA mechanisms in addressing complaints on this subject, and relevance of the religious climate to the entire Air Force. The team was not tasked to investigate cases of specific misconduct, nor to determine individual accountability, but to refer specific cases to appropriate authorities, including the Air Force Inspector General.

Gen Brady explained how he assembled a team (with Headquarters representatives from Personnel, Judge Advocate General, General Counsel, Chaplain Service, Legislative Liaison, Public Affairs, Manpower & Reserve Affairs, Secretary of the Air Force and the Air Force Chief of Staff Command Staffs, as well as the Office of the Secretary of Defense and the United States Naval Academy) which reviewed policy and guidance documents, court cases, press reports and findings of previous groups that had reported on the issue of religious climate at the USAFA, and coordinated with the academy staff in preparation for the on site visit. The team was informed on issues of concern by previous surveys, team reports and media coverage.

He mentioned that there were nine findings concerning the religious respect issue, and they have been grouped into three areas, one including accommodation. According to General Brady, accommodation is how they “accommodate for people’s religious needs to do things and

make the commanders make the decisions as to whether or not they can be exempt from – perhaps from training events to do this.” However, he also mentioned that the idea of accommodating every person’s wish in a military situation is unreasonable.”

General Brady discussed the issue of religious expression, stating that it is “a huge issue in Congress.” General Brady mentioned that in talking to over 300 people at the Academy, he and his team realized that many people were unaware that certain levels of religious or faith expression can be inappropriate and/or offensive to someone else. General Brady also discussed the guidelines on expression, endorsement, and governance that are being worked. A policy concerning these issues has been drafted and is being considered by Mr. Dominguez and the Chief. He talked about the integration of cultural awareness and respect for ODS concerning the religious respect issue. He mentioned this as being a long-term event; however, the concept needs to be integrated through every part of the Academy. He conveyed the necessity of doing a formal implementation by SECAF and CSAF. General Brady also mentioned that he and his team of workers were in the coordination stage of the matrix of recommendations. He stated, “The specific recommendations that we have made, we will follow up with progress on implementing those through the General Officers Steering Group and the Executive Steering Group. This system is something that will be discussed at follow-on BoV meetings.”

Senator Allard suggested that General Brady and his team should review some specific cases at hand so that they can see how things are really being managed.

Rabbi Arnie Resincoff (Special Asst to the SECAF and CSAF on Values and Vision, effective 30 Jun 2005) was introduced also took the floor and stated, “I’ve kind of come up with my own little VIC.” The “V” stands for vision in which Rabbi Resincoff believes that there is a necessity of starting with a vision of where religion fits in, in terms of America. The “I” is stands for imagination, in which Rabbi Resincoff stated, “We need to be able to put ourselves in the shoes of the other person and say what we believe. Lastly, the “C” stands for common sense.

Association of Graduates Update: Mr. Shaw began by informing the board that they have lost two more graduates to the war in Iraq, equaling to seven graduates who have perished in the war on terror.

He gave a brief campaign update. He mentioned that the association is trying to raise money at a difficult time. In addition, it has opened its doors to the Air Force Audit Agency, which has conducted a preliminary report that has been presented to Mr. Goodwin. Mr. Goodwin interjected and stated, “From what I saw, there were a couple of things that could be tweaked, but overall, it was a very positive report on what the Academy is doing, what the AOG is doing, and I don’t think you’ll see any red flags in that report.” Mr. Shaw also briefed the board on the center for character and leadership campaign. He mentioned the dean is coming up with some exciting additional initiatives dealing with prospective space for the center. However, Mr. Shaw also mentioned that the campaign is moving very slowly. \$19 million dollars have been raised; however, the campaign is probably two years behind the timeline.

Mr. Shaw also discussed the replacement of the superintendent. This is an important issue to the graduates, and to show their concern they sent a letter to Governor Gilmore, Secretary Dominguez, and General Jumper. The graduates conveyed their regret for his departure, and hope the Air Force will take time to find a replacement that matches his capabilities.

Additionally, he discussed the unity of effort issue and honor. With regards to the unity of effort issue, he stressed the importance of bringing the graduate community *together*. And with regards to the honor issue he mentioned it’s really the honor administration more than the honor code. He stated, “Getting cadets to internalize this and working with a system that’s far more legalistic than it ever was before and then explaining that to the graduates...It’s a concern, but I think it’s a concern that’s better than this overall culture change.”

Schedule of Future Meetings: The next meeting of the BoV will be 6 October 2005 in Washington D.C.

### **SUMMARY OF MOTIONS**

- The motion was made, seconded and passed unanimously to accept the minutes of the 8 April 2005 USAFA BOV meeting as presented.
- The motion was made, seconded and passed unanimously to recognize General Rosa's superior contributions as the Superintendent.

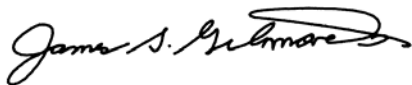
### **SUMMARY OF FOLLOW-ON ACTIONS**

- Update on the Strat Plan at fall BoV meeting.
- Update on the recommendations implemented through the General Officers Steering Group and the Executive Steering Group.



PAUL A. PRICE, Lt Col, USAF  
Executive Secretary

### **APPROVED:**



JAMES S. GILMORE III  
Chairman, USAFA Board of Visitors