



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

21 November 2006

MEMORANDUM FOR SECRETARY OF THE AIR FORCE

FROM: USAFA Board of Visitors
c/o AF/A1DO
1040 Air Force Pentagon
Washington, DC 20330-1040

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

As the Chair of the U.S. Air Force Academy (USAFA) Board of Visitors (BoV), Title 10, U.S.C. §9355 requires that I submit this semi-annual report for your consideration. This report covers two BoV meetings, 28-29 April and 28-29 July 2006. Both convened at USAFA.

As the incoming BoV Chair, I've seen USAFA make tremendous progress under the strong leadership of Lieutenant General John Regni. He and his staff conducted a thorough internal assessment and have implemented comprehensive policies, procedures, and processes to confront the challenges raised over the past couple years. These measures will serve both to continue correcting the course the Academy is on, and also prevent future negative incidents. I am confident that he will continue to lead the Academy to becoming the pre-eminent institution for producing leaders of character for America.

A critical part of the Academy's initiatives has been the transparent working relationship between USAFA leadership, Air Force senior leaders, and this board. We appreciate the continued presence and engagement of the Air Force's senior leadership at our board meetings. Your active involvement further highlights the important nature of our task. The BoV takes our oversight responsibilities very seriously and will continue to stay engaged with USAFA on behalf of you, the Secretary of Defense, and the President of the United States.

As reflected in our Charter, the Board remains focused on USAFA's morale, discipline, social climate, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider. To more effectively facilitate this oversight role, the Board recently formed subcommittees to focus our efforts on four key areas: Character and Leadership, Academics and the Course of Instruction, Infrastructure and Resources, and Admissions and Graduation. Each of these committees has coordinated with the Academy staff to better understand the current environment. Our long-term goal is provide specific recommendations and courses of action to complement the current initiatives implemented by Gen Regni.

We expect significant turnover to our membership due to expiring terms and the changing Congressional environment. We are currently working to fill these projected vacancies, and hope for timely fills by the nominating authorities.

Along with my Vice Chairperson, Dr. Gail Jaquish, I hope to see you at our next meeting here in Washington D.C. in February. We look forward to a maintaining our very positive working relationship for the coming year.


Charles P. Garcia
Chairman, USAFA Board of Visitors

cc:
Members of the Board of Visitors
Superintendent, USAFA
SAF/MRM (Designated Federal Officer)

Attch:
Semi-Annual Report

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

	Years on the Board	Term Expires
<u>APPOINTED BY THE PRESIDENT OF THE UNITED STATES*</u>		
Dr. Dionel Emilio Aviles	02-Present	2006
Mr. Charles P. Garcia (USAFA '82)	05-Present	2007
Ms. Nancy Kudla (USAFA '80)	05-Present	2007
State Senator Jackie Winters (R-OR)	06-Present	2008
Dr. Gail Jaquish	06-Present	2008
Mr. A.J. Scribante	06-Present	2006
<u>APPOINTED BY THE VICE PRESIDENT OF THE UNITED STATES</u>		
US Senator Larry D. Craig (R-ID)	01-Present	Annually
US Senator Tim Johnson (D-SD)	05-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 Kilpatrick (D-MI)	03-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 Dornan	03-Present	Annually

*Presidential appointees serve for three years, however, per Title 10, they continue to serve on the board until replaced.

CHARTER
BOARD OF VISITORS OF THE U.S. AIR FORCE ACADEMY

A. Official Designation: The Committee shall be known as the Board of Visitors of the U.S. Air Force Academy (hereafter referred to as the Board).

B. Objectives and Scope of Activities: The Board, under the provisions of 10 U.S.C. § 9355, as amended, and the Federal Advisory Committee Act of 1972, as amended, shall provide the Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives, independent advice and recommendations on matters relating to the U.S. Air Force Academy, to include but not limited to 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.

C. Board Membership: The Board shall be composed of not more than 15 members. Under the provisions of 10 U.S.C. § 9355 (a) and (b)(2), the Board members shall include:

1. Six persons designated by the President, at least two of whom shall be graduates of the U.S. Air Force Academy.
2. The chairman of the Committee on Armed Services of the House of Representatives, or his designee.
3. 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.
4. The chairman of the Committee on Armed Services of the Senate, or his designee.
5. 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.

All non-Federal Government Advisory Committee members shall be appointed by the Secretary of Defense and shall serve as Special Government Employees under the authority of 5 U.S.C. § 3109. Board Members shall, with the exception of travel expenses, serve without compensation.

Board Members designated by the President shall serve for three years except that any Member whose term of office has expired shall continue to serve until a successor is appointed. In addition, the President shall designate persons each year to succeed the members whose terms expire that year. Each of the additional nine Board members serves a minimum term of one year, and may continue to serve until a successor is appointed. The Board Members shall select the Board Chairperson and Vice Chairperson from the total membership. The Chairperson and Vice Chairperson shall serve for a period of one year commencing with the beginning of the following calendar year and until their re-election or the election of their successors.

If a member of the Board dies or resigns or is terminated as a member of the board, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

If a member of the Board fails to attend two successive Board meetings, except in a case in which an absence is approved in advance for good cause by the Board chairman, such failure shall be grounds for termination from membership on the Board. Termination of membership on the Board pursuant to 10 U.S.C. § 9355(c)(2), shall in the case of a member of the Board who is not a member of Congress, may be made by the Board chairman; and in the case of a member of the Board who is a member of Congress, may be made only by the official who designated the member. When a member of the Board is subject to termination from membership on the Board under this absenteeism provision, the Board chairman shall notify the official who designated the member. Upon receipt of such a notification with respect to a member of the Board who is a member of Congress, the official who designated the member shall take such action, as that official considers appropriate.

Upon approval of the Secretary of Defense, the Board, pursuant to 10 U.S.C. § 9355(g), may rely on advisers for consultation. These advisers shall, with the exception of travel expenses, serve without compensation.

D. Board Meetings: The Board shall meet at the call of the Designated Federal Officer, in consultation with the Chairperson, at least four times per year. The Board shall be authorized to establish subcommittees, as necessary and consistent with its mission, and these subcommittees or working groups shall operate under the provisions of the Federal Advisory Committee Act of 1972, as amended and appropriate Federal Regulations.

Such subcommittees or working groups shall not work independently of the chartered Board, and shall report their recommendations and advice to the Board for full deliberations and discussion. Subcommittees or working groups have no authority to make decisions on behalf of the chartered Board nor can they report directly to the Agency or any Federal officers or employees not Board Members.

E. Duration and Termination of the Board: Pursuant to 10 U.S.C. § 9355 the need for this advisory function is on a continuing basis; however, it is subject to renewal every two years.

F. Agency Support: The Department of Defense, through the Secretary of the Air Force, shall provide support as deemed necessary for the performance of the Board's functions, and shall ensure compliance with the requirements of 5 U.S.C., Appendix. Upon approval by the Secretary, the Board may call in advisers for consultation.

G. Operating Costs: It is estimated that the annual operating costs, to include travel costs and contract support, for this Board is \$80,000.00. The estimated annual personnel costs to the Department of Defense are .80 full-time equivalents (FTEs).

H. Charter Filed: October 4, 2006

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 Acting Chairman called the meeting of the USAFA Board of Visitors to order at 0800 on April 28, 2006 at the United States Air Force Academy, Colorado Springs, CO.

ATTENDANCE

MEMBERS PRESENT:

Dr. Dionel E. Aviles (Acting Chairman)
US Senator Wayne Allard (R-CO)
US Senator Larry Craig (R-ID)
US Representative Joel Hefley (R-CO)
OR State Senator Jackie Winters (R-OR)
General (ret) HT Johnson
Mr. Charles Garcia
Mr. Robert K. Dornan
Mr. A.J. Scribante
Dr. Gail Jaquish
Ms. Nancy R. Kudla

MEMBERS ABSENT:

US Senator Mark Pryor (D-AR)
US Representative Kay Granger (R-TX)
US Representative Carolyn C. Kilpatrick (D-MI)

AIR FORCE SENIOR STAFF:

Mr. Michael Wynne, Secretary of the Air Force
Lt Gen Roger Brady, Deputy Chief of Staff, Manpower & Personnel
Mr. Robert Goodwin, Deputy Assistant Secretary (Force Management Integration) and USAFA BoV Designated Federal Officer

USAFA SENIOR STAFF:

Lt Gen John Regni, Superintendent
Maj Gen Irv Halter, Vice Superintendent
Brig Gen Susan Desjardins, Commandant of Cadets
Brig Gen Dana Born, Dean of the Faculty
Mr. Brad DeAustin, Deputy Director of Athletics

USAFA ASSOCIATION OF GRADUATES (AOG):

Col (ret) Jim Shaw

BoV EXECUTIVE SECRETARY:

Maj Brian Lewis (AF/A1DO)

OPENING COMMENTS

The meeting was convened at 0800hrs, 28 April 2006. The attendees were welcomed, and the acting chairman, Dr. Aviles, acknowledged Governor James Gilmore's excellent service as the BoV's former Chairman. Dr. Aviles expressed his thanks to Governor Gilmore for his enduring leadership and reminded the board that they would elect a new chairman during the closed session of the meeting.

Dr. Aviles opened the floor to Secretary Wynne who expressed his gratitude for the dedication of the BoV members and welcomed the newest BoV members. He acknowledged how the development of Air Force technology in the 90's enables the Air Force to maintain interaction between cadets and the soldiers fighting the war on terrorism. He stated:

"The Academy is central to the future of the Air Force, and I am also very pleased to tell you that in this global war on terrorism, your Air Force has been involved since 1991, we have a lot of connections now between the cadets and the people right on the front lines either through interaction of projects or through interaction of messaging or through interaction by just the transfer of people over the course of the 15 years to give them ready exposure to have the Air Force perform in a combat environment..."

Sec'y Wynne swore in the new BoV members. Dr Aviles provided the attendees with a brief overview of the topics that would be discussed during that session. The topics he mentioned included: character development, honor, admissions, and the AOG update. Dr. Aviles also informed the attendees that the Superintendent, Lt Gen John Regni, volunteered to host a dinner at the Carlton House.

Dr. Aviles informed the board members of the updated charter and bylaws drafts that were included in their meeting materials, and mentioned that both old and new members should review them for vote at the July mtg.

OLD BUSINESS

Minutes of the 16 February 06 Meeting. It was moved, seconded, and agreed to unanimously adopt the minutes of the 16 February 06 meeting. Dr. Aviles indicated the minutes would remain open for three days in case there were additional changes to be made, and then they would be closed (BoV Sec'y Note: No changes submitted).

SUPERINTENDENT'S TIME – USAFA UPDATE

Gen Regni presented the USAFA Update to the BoV. He thanked the board members for their attendance and dedication to the Academy.

He provided the attendees with a brief overview of the topics he discussed at the last BoV meeting. The topics included: sexual assault, religious issues, and the results of a comprehensive top-to-bottom review of the Air Force Academy.

The Superintendent also reminded the board of how successful the cadets have been at the Academy and stated:

"...Our cadets are most impressive, they continue to wow us with their eagerness and their readiness to take on more responsibility and join the United States Air Force on active duty. There's also a tremendous amount of good that goes on here day in and day out at the Air Force Academy, and we're continuing to work to get that word out so that everyone understands the things that go on here."

Gen Regni also noted the Air Force Academy's success in the National Security Agency Cyberspace exercise, in which the AFA won by at least 2,000 points, beating the teams from West Point and Annapolis.

He updated the attendees on Falcon FIRE, the Academy's focus integration refinement effort. He informed the board that it was a matrix of the specific initiatives that are ongoing towards implementation. He briefed the board on key initiatives of the matrix to show Academy progress. The first initiative he discussed was the review of the cadet honor system. He mentioned that he and Brig Gen Desjardins took an extra day at the US Naval Academy in Annapolis before the recent Superintendents' Conference to learn more about their honor system and their honor [sic] concept. He informed the board that in May, a group consisting of Cadet Matt Hatt (the chair of the Academy's honor committee), officers within the Academy, and others were detailed to review the honor system that supports the honor code. Gen Regni stated:

“Our objectives there are to make sure that we recognize the cadets that enter the Air Force Academy and the environments that they come from and make sure that our training and indoctrination period -- that we start with basic training through the cadet career -- is properly laid in and reinforced all towards having our cadets live honorably and that we have a system that supports that and focuses on living honorably.”

He also mentioned other objectives of the group, which are to make the honor system less bureaucratic, more streamlined, and timelier in dealing with any infractions that surface. The mission of the group should be completed by September in order to provide Secretary Wynne with views on any refinements that would be needed. Gen Regni declared that there are currently no intentions to alter the current honor code and that the main objective for this effort is to ensure that the system that implements and supports the code is properly set. The second initiative he discussed was the update of the cadet disciplinary process. Gen Regni noted that the Commandant was about 30 days away from coming forward with the final package on how the Academy will implement more emphasis on cadet discipline and the decision-making process of how to deal with those infractions to guide the cadets in the squadrons with oversight from the squadron's air officer commanding.

During this time, Secretary Wynne interjected with comments regarding the review of all senior cadets who had letters of reprimand, unfavorable information files, Article 15s, and other items of this nature in the records. Gen Regni followed Secretary Wynne's remarks by informing the board that a member of Gen Brady's staff chaired that review. He noted that a board was held that examined 17 records. Out of the 17 records, the board agreed that 16 of the officers should be commissioned as second lieutenants. However, there was one cadet's record who the board recommended needed further examination of whether or not commissioning will occur on time or late, or whether or not he would be commissioned at all. He noted that the cadet's record would be reviewed based on the Academy's normal review process beginning with a review from the air officer commanding.

The third initiative Gen Regni briefed referred to Basic Military Training at Lackland Air Force Base and the improvements that the Secretary has worked to extend the training from six-and-a-half to eight-and-a-half weeks. He also mentioned that the basic readiness training done for enlisted would be lifted and imported into the Academy's Basic Cadet Training (BCT) syllabus. He discussed that there was always a physical training program during basic training. However, in 2002/2003, a new program was instituted at Lackland based on input from medical experts from Brooks Air Force Base in conjunction with the Cooper Institute. It has proven itself as an outstanding program, so the Academy is going to take it and implement it as a replacement for the current program starting with BCT for the Class of 2010.

The fourth and fifth initiatives Gen Regni briefed referred to other new additions to BCT. He noted the Commandant worked this issue, and the first thing the Academy will do is reintroduce an aviation orientation flight for every basic cadet trainee during the summer of 2006. The Academy will use assets at the airfield where everyone will get a soaring ride or a ride in a soaring tow plane. In addition, the Academy will also be working with U.S. Space Command to secure a half -day visit for all basic cadets with the intent of giving the cadets exposure to all types of operations. He reminded the board that the missions of the Air Force are air and space. He noted that the Chief of Staff will fully define the second mission and that the third mission is under development and will be called "cyberspace."

Gen Regni also briefed the board on the cadet schedule of calls. He reminded the board that this issue was centered on "balance." He noted that the Academy wanted to ensure that the cadets had adequate time to devote to academics, military training, physical activities, as well as leisure time. He discussed that there had been an approved schedule of calls that would include a 0600 wake-up call, a 0630 mandatory breakfast, and a 0700 start time for classes. He explained to the board that a "lights out" policy would also be implemented to ensure that the cadets receive a minimum of 6 hours of sleep per night.

The Superintendent provided an overview of an effort to increase cadet interaction with front-line warriors through video teleconferences (VTC). The first VTC was held last month with CENTCOM from Qatar. During that VTC, six lieutenants and captains briefed the entire cadet wing on their roles related to the war on terror. Gen Regni informed the board that the academy would continue to have teleconferences in order to give cadets insight on their prospective life after the academy.

Gen Regni briefed the board on standard academic major semester hour requirements. He noted the Academy's requirements are 147 semester hours, while standard civilian universities maintain a 120-semester hour requirement. The Academy will continue to maintain the vast majority of its majors at the 147-semester hour level. However, the need to introduce a core major, based on a non-specialized Bachelor of Science, required fewer hours. One was developed that required 132 hours, which was essentially four classes less than the 147-semester hour workload. Any cadets who are undergoing the academic review process who the board feels are in jeopardy of graduating in four years, might be asked to change their current major and move into a basic Bachelor of Science course that is less demanding. He reminded the board members that this is an issue that would be discussed with the students, as opposed to allowing them to gravitate toward it.

Gen Regni also presented a briefing on the security arrangements at the Academy. The purpose of the briefing was to discuss ways to make the base more open to the public by having both the south and north gates open to visitors. The intent would be to enable the Air Force Academy to resume its "number one tourist attraction" status in the State of Colorado.

He then discussed the Falcon Foundation. He explained to the board that Col Carpenter would give a briefing on the Class of 2010 and admissions. He iterated that while some Academy applicants will receive a direct appointment, other applicants would be recommended for the preparatory school on the Academy campus, or to half a dozen civilian quasi-military prep schools across the country. The Falcon Foundation aids the Academy by providing money for scholarships to those alternative prep schools. He also mentioned that historically, the Falcon Foundation has been geared toward finding highly qualified candidates and preparing them academically for the Academy. He stated that a major part of the Academy's admissions process is medical qualifications, and the Falcon Foundation aids the Academy in getting candidates who are medically but not academically qualified prepared for the Air Force Academy. The Falcon Foundation has been asked and had agreed to broaden its charter beyond pilot qualifications and help the Academy as it progresses toward increasing cadet wing diversity. Gen Regni informed the board that he would attend the annual meeting, where there

would be a discussion of how the Academy can progress down the road of diversity. He mentioned that it is the Academy's goal to have this project completed by 29 Jun 2006.

NEW BUSINESS

Commandant's Time: Brig Gen Susan Desjardins, Commandant of Cadets, briefed the board members on two major training events at the Academy. The major training event that occurred at the Academy just before Spring Break was "Recognition". It was concentrated on the fourth-class, and they were recognized as full-fledged members of the cadet wing. She noted that it's the culmination of the military and physical training side of the fourth class year. The second major training event she discussed was the "Pinnacle". She explained that unlike "Recognition", the "Pinnacle" is a culminating event for all four classes. During this training, the cadets are tested on security, safety, cadet-in-charge-of-quarters duties, senior-officer-of-the-day duties, and dormitory evacuation. The cadets also have to undergo an inspection of their dormitories, an in-ranks inspection, and a physically demanding "line challenge".

Academy Curriculum: Brig Gen Dana Born provided the board members with an overview of different curriculum issues that are going on at the Academy. The first curriculum issue she discussed was the Academy's curriculum transformation. The curriculum transformation consisted of the Academy balancing its current core curriculum against the skills the Academy would like for its cadets to possess, which include: critical thinking, independent learning, and problem solving skills. She explained that the Academy is reviewing the development and implementation of technology in war fighting, and the development of leadership and character. Gen Born also discussed learning-focused education, which related to applying knowledge of how cadets learn and develop, and the plan to incorporate the concept into the current curriculum.

The Dean then provided the board members with an overview of the third initiative, which was cadet-centered research. She noted that the Academy has gone from \$4 million to \$22 million of research in the past several years. The Academy's focus is to understand how the research funding brings experience to the cadet wing.

Center for Character Development: Col (Ret) Tom Berry, the acting director of the Center for Character Development provided the board with an update. The goal of the center is to set a methodology and a plan for how the Academy will work together as a team to develop leaders of character for the nation. The center facilitates programs across the Academy. He mentioned that it is conducted with the Dean of the Faculty, the Athletic Department, the prep school, and Commandant of Cadets, so that character development can be viewed in everything that the Academy does. Col (Ret) Berry informed the board members that the Academy has 107 hours of character education that every cadet receives by the time he/she graduates. He also explained that the foundation of what the Center for Character Development does is support the cadet honor committee. The center also aids cadets in developing interpersonal skills, respect, leadership skills, teamwork habits, positive principals of honor, and ethical decision-making.

Col (Ret) Berry also discussed the Academy's honor probation program. He clarified that it is not a second-chance program, rather a program designed for cadets who have made mistakes, but who are capable of improving their behavior and growing into valued Air Force officers of character.

Office of Admissions: Col Carpenter, the Director of Admissions, provided the board with an overview of the incoming Class of 2010. He noted the Class of 2010 was diverse. He outlined the "20/10" Program, in which 20 cadets of the class of 2006 will remain at the Academy as lieutenants. Admissions would get 10 lieutenants, the prep school would get six, the athletic

department would get two, and the registrar's office, under Gen Born, would also receive two. This program was designed with the intent to recruit more people to the Prep School and Academy by having more interaction between new Academy grads and communities.

Association of Graduates (AOG) update: Mr. Jim Shaw, President of the Association of Graduates, briefed the board members on the three primary functions of the Association of Graduates, which are to raise money for the Academy, create partnerships for the Academy, and recruit graduates. He also mentioned that the Association of Graduates is also responsible for funding different engagements at the Academy. He discussed the Academy and diversity and noted that there is a chapter of the association called the Way of Life, which consists of African American graduates who are helping the Academy analyze its issues with recruiting and diversity.

Academy Facilities: Col Susanne LeClere, Commander of the 10th Air Base Wing, briefed the board members on the Academy facilities opening with, "...When you get that close to our facilities, they are not quite as breathtaking as they are from the air ... they were programmed to last 40 years but are now 50 years old and deteriorating." Then she mentioned a \$50 million modernization effort that began in the mid 1990s, but has since concluded. She highlighted some of the things that were done over the last ten years including building the Falcon Athletic Center and air control tower as well as installing the cadet area protective perimeter. Fairchild Hall (academic facility) is in phase four of a six-phase renovation right now. Then she mentioned that the FY06 budget provides only enough funds for emergency facility repairs during a time when many of the facilities need to be renovated.

She said \$200 million of infrastructure across the Academy is degraded with extensive work needed with HVAC systems, fire suppression systems and roadways over the next few years. The pavement for all the airfields needs to be redone and Mitchell Hall (dining hall) needs to be renovated. The roof, fire suppression system and stairwells of Vandenberg Hall (cadet dorm) need to be renovated and brought up to code. The windows in Vandenberg need to be replaced--they're single-pane, non-energy-efficient windows. Because there is no drill and marching runway pad, lots of parades and practices are canceled due to inclement weather. Obstacle courses are degraded. Arnold Hall (student union/student center) is inadequate. Jack's Valley (Basic Cadet Training Area) also requires some work and a consolidated dining facility and training shelters need to be built there. The Terrazzo requires one million dollars of yearly maintenance due to temperature extremes.

Col LeClere stated that 50% of academic facilities are in degraded condition and need to be reinvigorated in order for the Academy to continue to be a leading university. The structural concrete system is failing in the Consolidated Education and Training Facility, which was added to Fairchild Hall in 1997. Currently, an engineering analysis is estimating what it will cost to return structural integrity to that facility. Floors and walls are cracking and doors are misaligned. An early estimate to fix the problems is \$30 million. Secretary Wynne pointed out that the other Academy buildings lasted 50 years and now, a major portion of the Academy's facility degradation problem is a building built ten years ago that is now crumbling. He emphasized the Academy needs to find out what happened so they can prevent this from happening again.

The aeronautics, education and research capabilities in the aero lab were noted as tremendous; however, more capabilities are needed. The aero lab provides real-world Air Force, NASA and DoD research for our cadets but its capabilities are limited, which in turn limit the cadets' educational experience. For instance, the Academy wind tunnel lacks the experimental capability of .7 to 1.2-mach range which is needed to do research on current fighter attack and bomber aircraft. There is no capability to evaluate

full-scale UAV designs in it either. The Academy has many limiting factors in supporting the athletic program as well. The cadet gym, finished in 1961, was designed for about 2500 men, not for the current 4,300 men and women. A multi-phased upgrade program would align it with current programs and make more efficient use of the gym. Also, Falcon Stadium (football stadium) is degraded. The field house is degraded, the basketball team has no practice facility, and the baseball field has irrigation and drainage problems.

The Prep School also needs some renovations. Airman dormitories have been converted into office space, the 10th Air Base Wing Community Center Library is used for administrative purposes and the Prep School must share already crowded fitness facilities with the Academy. The athletic fields require extensive renovations because they're unsafe and not meeting the requirements of the Prep School.

Ms. Kudla suggested safety issues be handled first and that renovations must be racked and stacked depending on which pose the greatest concerns. Ms. Winters also suggested the needs be rank ordered as immediate through long-term. Secretary Wynne then explained the Academy must present all of its needs in a logical fashion, as it is difficult to get these amounts of money through the Air Force Corporate Structure.

In reference to the Academy's national historical landmark status since 1994, Gen H.T. Johnson asked if the Historical Preservation Office was helping or hurting the Academy. Gen Regni said there are additional costs to preserving the Academy as a national historical landmark. In turn, Gen Johnson urged Gen Regni to prioritize things in the best interest of the Academy, and not be pulled from these priorities by those involved with preserving the Academy as a historical landmark.

Congressman Hefley brought up the flight program noise issue involving Academy airplanes consistently flying at low levels over homes in the area and requested an update on the issue. He suggested the Academy be sensitive to its neighbors and vary its flight routes. Senator Allard suggested having an extended campus and moving the airfield out to the eastern plains, however, Gen Halter said, "We're not expanding the aviation programs." Secretary Wynne then suggested a land-swap deal with the county to preserve the land as a park. In turn, Gen Regni said, "We have turned to Luke Air Force Base to discuss how they handled encroachment issues."

Col LeClere also provided the board with information on the issues the surrounding community has had with flight noise at the Academy. She mentioned that many people have complained that the noise is too loud and gave the board an overview of different solutions the Academy has tried to implement in order to solve the noise the problem. The board discussed that this is not an issue that can be overlooked, and declared this issue as one that would be discussed at the next BoV meeting.

This was followed by a facility tour, observation of a cadet "Pinnacle" training event and a closed session to discuss specific cadet disciplinary actions and character cases.

Schedule of Future Meetings: The next BoV meeting will be 28-29 July at USAFA in Colorado Springs, CO.

New Chair/Vice-Chair Selected

The Board of Visitors elected Dr. Dionel Aviles as Chairman and Mr. Charles Garcia as Vice Chairman.

SUMMARY OF MOTIONS

- Update on solution to Noise Complaints.

- Update on plans for facility improvement.
- Accept Minutes of 16 Feb 06 mtg

A handwritten signature in black ink, appearing to read "Paul A. Price", with a long horizontal line extending to the right.

PAUL A. PRICE, Colonel, USAF
Executive Secretary

APPROVED:

A handwritten signature in black ink, appearing to read "Dionel Aviles", written in a cursive style.

Dr. Dionel Aviles
Chairman
USAFA Board of Visitors

APPENDIX 2: Minutes of the Quarterly Meeting of the USAFA BoV, 15-16 July 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 0800 on July 28, 2006 at the United States Air Force Academy, Colorado Springs, CO.

ATTENDANCE

MEMBERS PRESENT:

Dr. Dionel E. Aviles (Chairman)
Mr. Charles Garcia (Vice Chairman)
US Senator Wayne Allard (R-CO)
US Senator Larry Craig (R-ID)
US Senator Tim Johnson (D-SD)
OR State Senator Jackie Winters (R-OR)
Mr. Robert K. Dornan
General (ret) HT Johnson
Ms. Nancy R. Kudla
Mr. A.J. Scribante
Dr. Gail Jaquish

MEMBERS ABSENT:

US Representative Carolyn C. Kilpatrick (D-MI)
US Representative Kay Granger (R-TX)
US Senator Mark Pryor (D-AR)
US Representative Joel Hefley (R-CO)

AIR FORCE SENIOR STAFF:

Mr. Michael Wynne, Secretary of the Air Force
Gen John Corley, Vice Chief of Staff of the Air Force
Mr. Robert Goodwin, Deputy Assistant Secretary (Force Management Integration) and USAFA
BoV Designated Federal Officer

USAFA SENIOR STAFF:

Lt Gen John Regni, Superintendent
Maj Gen Irv Halter, Vice Superintendent
Brig Gen Susan Desjardins, Commandant of Cadets
Brig Gen Dana Born, Dean of the Faculty
Dr. Hans Mueh, Director of Athletics
Col Doug Kreulen, Director of Staff
Col Trapper Carpenter, Director of Admissions
Col Jeffery Thompson, Director of Plans
Col Larry Jones, Preparatory School Commander
Col Paul Ackerman, 306th Flying Training Group Commander
Mr. Johnny Whitaker, Director of Strategic Communications

USAFA ASSOCIATION OF GRADUATES (AOG):

Col (ret) Jim Shaw

BoV EXECUTIVE SECRETARY:

Maj Rich Cole (AF/A1DO)

OPENING COMMENTS

The Chairman, Dr. Aviles, began the meeting at 0800 on 28 July 2006. Chairman Aviles welcomed the attendees and opened the floor to Lt Gen Regni to introduce his staff. Chairman Aviles then presented the board with an overview of items that would be discussed and activities that would take place at the meeting.

He informed the board of the fact that the BoV is defined in Title 10 U.S.C. and falls under the purview of the Federal Advisory Committee Act (FACA). He explained that for Fiscal Year 2005, the National Defense Authorization Act (NDAA) modified a portion of Title 10. It removed the requirement for an annual report to the President and replaced it with a semi-annual report to the Secretary of Defense (through the Secretary of the Air Force), the Committee on Armed Services of the Senate, and the Committee on Armed Services of the House of Representatives. Due to the fact that the annual reports weren't getting the immediate attention they needed when forwarded to the White House, the White House decided it was better to have the Air Force send them to the Secretary of Defense. He further explained that the 2005 NDAA required at least two of the BoV members to be graduates from the Air Force Academy.

After providing this background, he explained the BoV charter was up for its 2-year review under FACA guidelines. The 2005 NDAA changes were incorporated into the BoV charter, and it was reformatted. The bylaws were also reformatted and aligned with the charter. The renewed charter and bylaws were voted on and approved unanimously by the members.

OLD BUSINESS

Minutes of the 28 April 06 Meeting. Chairman Aviles moved that the minutes for the meeting of 28 April 06 be approved as presented. The motion was seconded and passed unanimously.

NEW BUSINESS

Superintendent's Time (USAFA Update -- Manpower): Gen Regni provided the board with a brief review of the proposed manpower cuts he discussed at the last BoV meeting. He explained how the Secretary of the Air Force and Chief of Staff took the majority of the proposed Air Force Academy manpower reductions off the table. He noted that modest reductions would take place at the air base wing instead of the faculty. The Secretary and the Chief of Staff also restored all Air Education and Training Command (AETC) funding for Academy flying operations as well as funding for the Registrar's access to national recruiting databases which provide the necessary information (like SAT scores) to effectively target the best possible cadet candidates with a limited recruiting budget.

Gen Regni noted that in March the Academy invited a Headquarters Air Force Review Team to come to USAFA and examine its budget. The team is still working to see how the Academy can raise its level of operations. In the mean time, Lt Gen Regni is pursuing contracting dollars for additional Academy manpower, and continues to work the operation and maintenance pieces. Gen (ret) Johnson asked Gen Regni if it was possible for the Academy to have control of the funds. Gen Regni replied by explaining that the funds are being transferred to AETC.

Gen (ret) Johnson also questioned the Superintendent on the success the Academy has had in its attempt to return open access to the public. In turn, Gen Regni explained that the Academy is still exploring the matter. Specifically, they are examining the levels of security needed around the cadet area, and how the Academy might lessen the requirements. Mr.

Dornan brought up the fact that the public had relatively easy access to Annapolis. Gen Halter agreed, but explained the reason it was so difficult to open up the Air Force Academy to the public was that they had to deal with vehicle security issues, not just foot traffic like at Annapolis. He also noted that the air base wing has brought forth new proposals, however, the Academy must ensure that all security conditions comply with DoD standards.

Tour of Jack's Valley: The BoV members were then escorted to Jack's Valley, the site of a portion of Basic Cadet Training, where they observed basic cadets completing the assault course and had the opportunity to interact with basic cadets during lunch.

Aviation Program: Gen Halter introduced the aviation program by explaining how it is about more than teaching the cadets how to fly. It is significant to the development of cadet character, leadership skills, and physical courage. He also mentioned that this year would be the first year in which every cadet would be given a glider ride. He added that France has the largest glider program in the world; however, the Air Force Academy has the largest in the United States.

At this point, he briefed the board on three concerns the Academy has regarding its neighbors. The first concern was flying safety. He explained that even though the Academy's program is large, it is safe and the airplanes have good glide ratios. The second concern was the noise. He said that the Academy regularly responds to complaints from its neighbors, but is not capable of accommodating all requests for changes. Gen Halter stated that if he changes the flight path to avoid one house, the planes would only go over others. The Academy has developed methodologies to deal with that, but noise will almost certainly remain an issue. The third concern was where the Academy flies its planes. This concern coincided with the noise issue, as Gen Halter explained that new housing developments are being built under the Academy's flight routes. He noted that one of the goals of the Academy was to make sure that new homebuyers and new commercial establishments understand the Academy's airfield is nearby and that USAFA's cadets fly frequently. He mentioned that the Academy works with the Colorado Springs Airport, Denver International Airport, municipal airports in Pueblo, and Buckley's training areas to ensure that it doesn't interfere with their flight routes.

When Gen Halter opened the floor for questions, Ms. Kudla queried, "I think that we're small potatoes compared to the noise created by the Colorado Springs Airport and the growing concerns relative to their air traffic. I mean, are they getting as many complaints as USAFA?" In response, Gen Halter explained that the Colorado Springs Airport has had complaints, but the housing growth is being managed around the airport perimeter. He continued to state that the Academy works closely with those that complain about the noise, and assures them that the Academy is within the law. Sen. Johnson then asked, "Do you ever envision a time when training aircraft will need to be larger or you'll need more approach space?" Gen Halter stated, "... looking 10 years out, Senator, I don't really see that. I think we're good where we are." Dr. Jaquish then asked, "Other than the isolated or occasional citizen who voices a complaint, is there any organized community activist or environmental group?" Gen Halter replied by explaining that if organized activities exist, they are very small and do not cause the Academy trouble.

Airfield Mission: Col Ackerman provided the board with a mission brief on the Academy's airfield. He began with an organizational chart, and provided an overview of the roles and responsibilities of his unit. He explained that the 306 FTG provide seamless integration between two complimentary mission statements -- developing tomorrow's airmen, as well as developing leaders of character. He noted that the airfield will establish the airmanship foundation for tomorrow's leaders by providing the best parachute and flying operations possible. He then expounded on some of the different parachute and flying operations the Academy offers, as well as some of the leadership and instructor positions that many of the

cadets are tackling. He noted that through all of the airfield programs, the Academy develops leaders of character with sound minds and bodies.

At the conclusion of his briefing, Col Ackerman had three cadets speak to the board members about their experiences in the airmanship programs and answer any questions. In addition, Sen Johnson asked Col Ackerman why the Academy has a soaring program? Col Ackerman replied that the primary reason was to build leaders of character by challenging the cadets to push themselves mentally and physically. The Academy's programs build an airmanship foundation while at the same time providing excellent leadership opportunities for those selected to serve as instructor pilots and jumpmasters.

Association of Graduates Update: Mr. Shaw, president of the AOG, began his briefing by explaining to the board that the monthly AOG Checkpoints magazine was an effective communication tool for the graduate community. He also mentioned that the "Zoomie News" (an email system that sends emails to registered graduates) was also an excellent way of getting information out to the graduates.

Mr. Shaw briefed the board on the progress of the "Building Leaders of Character for the Nation" capital campaign. This campaign started in July of 2003 with the goal of raising \$100 million to fund much-needed programs and facilities at the Academy to ensure the Academy remains the premier educational and leadership institution in the country. He noted that the campaign has already garnered \$29.6 million in donor gifts to date. One of their current initiatives is a new Academy Admissions Welcome Center that would provide a world-class facility in which to recruit prospective cadets. He stated that this project would cost about \$2 million, and they have already raised \$1 million toward that goal.

Mr. Shaw also provided the board with an update on the proposed Memorial Pavilion, a \$4.5 million project, which is currently underway. He explained that the first phase of the project is to build up the groundwork on the backside of the cemetery and excavate an area for the locator building. Gen Regni asked which class was donating the most, and Mr. Shaw explained that the class of '73 had the most money contributions; however, the class of '69 is funding the entire Admissions Welcome Center.

In addition, he presented the board with an update on the Center for Space and Defense Studies, noting that it was recently established as a way of recognizing the growing and increasingly important role that space plays in Air Force operations.

Mr. Shaw concluded by providing the board with an update on various Academy graduates and their distinguished accomplishments.

Athletic Update: Dr. Mueh began his briefing by providing the board with an overview of cadet athletic accomplishments including various national recognitions received. He then emphasized the importance of character not only in the cadets but also in his coaches. He has added to all coaches' contracts the requirement to first develop character in their cadets. He explained he wants competitive athletics, and used the men's basketball team as a glowing example – they play hard but fair.

Then Dr. Mueh informed the board that the Athletic Department put new athletic turf in the football stadium. He stated, "...this is now the safest field in America." Mr. Dornan asked, "Why is this new turf much safer?" In turn, Dr. Mueh stated, "The new turf, unlike the normal AstroTurf lays on top of dirt not concrete." There are fewer knee injuries because player's feet slide more easily across the new turf fibers and the crushed rubber makes the field more flexible and fluid.

He provided the board with an overview of the IMPACT Program (Immediate Post-concussion Assessment Control Team). He stated that it is a way of controlling head injuries by establishing a baseline. Every time there is an injury, the Academy is able to determine the extent of the injury, the therapy required, and whether or not the individual can return to the

battlefield or sports arena. Dr. Mueh also informed the board that the Academy is working with the special tactics training and operations staff to reduce injuries and attrition.

Dr. Mueh also briefed the board on how the Academy develops cadets from their first day of basic training to graduation through the athletic program, providing an overview of various courses and assessments the cadets have to endure.

He also explained that \$5 million has been spent on the Olympic-sized swimming pool as well as the water polo pools over the past five years. Renovations to the cadet gym and football stadium (restroom facilities are not in compliance) cost about \$184 million.

Dr. Mueh concluded his briefing with an explanation of the difficulties the Academy Athletic Department faces in funding their programs within traditional Non-Appropriated Funds Instrumentality (NAFI) funding streams. He mentioned that a third of their revenue comes from sales at the Visitor's Center which has seen a 50% reduction in the amount of visitors annually in the years since 11 Sep 2001. He has been forced to compensate for this decrease out of his other sources of funding and has struggled to stay in the black. He highlighted the fact that the Naval Academy Athletic Association was organized as a non-profit organization (also known as a 501(c)(3)), which allowed them greater flexibility in merchandising, contracting, and finance management. He worked closely with their Athletic Director, Chuck Gladchuck, to better understand their organization and its benefits. He explained that the FY 95 NDAA required all three service academies athletic associations to organize as NAIs; however, the Naval Academy successfully lobbied to have an exemption granted in the FY 96 NDAA to allow them to revert back to their 501(c)(3). Sen. Allard offered to adjust the law to allow the Air Force Academy to be exempt from the same law and re-organize their Association; however, Gen Regni said that the Academy would run the issue through the Air Force Corporate Structure for their review and approval. Dr Mueh shared that West Point was standing by to see how USAFA proceeds and intended to support any future legislative change to 501(c)(3).

Schedule of Future Meetings: The next meeting of the BoV will be 15 -16 November 2006 in Washington D.C.

No new business was brought forward. The meeting concluded at 1000hrs.

EXECUTIVE SESSION

The Board met in a closed executive session (BOV members and DFO only) on 29 Jul at 1000hrs. The meeting adjourned at 1200hrs.

Four BoV subcommittees were formed as follows:

1. Character and Leadership:
 - Membership: Gen (ret) Johnson (Chair), Sen. Allard & Mr. Garcia
2. Academic and Course of Instruction:
 - Membership: Dr. Jaquish (Chair), Mr. Dornan, & CW Kilpatrick
3. Infrastructure and Resources:
 - Membership: Sen. Winters (Chair), Sen. Johnson, CW Granger & Sen. Craig
4. Admissions and Graduation:
 - Membership: Ms. Kudla (Chair), Mr. Scribante, Dr. Aviles, Sen. Pryor & CM Hefley

SUMMARY OF MOTIONS

- The motion was made, seconded and passed unanimously to accept the minutes of the 28 April 2006 USAFA BOV meeting as presented.
- The motion was made, seconded and passed unanimously to accept the 2-year renewal of the BoV charter and bylaws.

SUMMARY OF FOLLOW-ON ACTIONS

- Update on the Academy budget
- USAFA Points of Contact for each of the BoV subcommittees
- Topics for review for each of the subcommittees



PAUL A. PRICE, Col, USAF
Executive Secretary



DIONEL E. AVILES
Chairman, USAFA Board of Visitors