

**MINUTES OF THE REGULAR MEETING
OF THE
BOARD OF VISITORS
UNITED STATES AIR FORCE ACADEMY**

4-5 MAY 2007

**Approved by the
USafa Board of Visitors
27 July 2007**

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

The chairman opened the meeting of the USAFA Board of Visitors at 1333 on Thursday, 4 May 2007.

ATTENDANCE

MEMBERS PRESENT:

Mr. Charles Garcia (Chair)
Dr. Gail Jaquish (Vice Chair)
US Senator Wayne Allard (R-CO)
Mr. Terry Isaacson
Ms. Nancy Kudla
Mr. A.J. Scribante

MEMBERS ABSENT:

US Senator Larry Craig (R-ID) – Scheduling conflict
Mr. H. Gary Morse – Previous commitment (prior to being appointed)
US Representative Mark Udall (D-CO) – Previous commitment (prior to being appointed)
US Senator Mark Pryor (D-AR) – Resigned from board
US Senator Tim Johnson (D-SD) – Medical
OR State Senator Jackie Winters (R-District 10) – Legislative commitments
US Representative Kay Granger (R-TX) – Term expired, not reappointed
US Representative Carolyn Kilpatrick (D-MI) – Resigned from board
US Representative (ret) Joel Hefley (R-CO) – Retired from public service

AIR FORCE SENIOR STAFF:

The Honorable Michael Wynne, Secretary of the Air Force
Mr. John Wheeler, Special Assistant to the Secretary of the Air Force
Brig Gen Floyd Carpenter, Director, Airman Development and Sustainment
Mr. David French, USAFA BoV Designated Federal Officer

USAFA SENIOR STAFF:

Lt Gen John Regni, Superintendent
Brig Gen Susan Desjardins, Commandant of Cadets
Brig Gen Dana Born, Dean of the Faculty
Dr. Hans Mueh, Director of Athletics
Col Paul Ackerman, Vice Superintendent
Col David LaRivee, Vice Commandant of Cadets
Col Gail Colvin, Vice Commandant for Strategic Programs
Mr. Johnny Whitaker, Director of Strategic Communications

BoV EXECUTIVE SECRETARY:

Col Paul Price (AF/A1DO)

OPENING COMMENTS

The BoV Chair, Mr. Charles Garcia, welcomed everyone and thanked Secretary Michael Wynne, Brig Gen Floyd Carpenter, and everyone for attending. He emphasized the BoV meeting attendance policy and stated, "We have a two-miss, you're-out policy." He said the Board had been flexible in the past, but starting now the "two-miss" policy would be strictly enforced. The BoV Chair announced the presence of Mr. David French as the meeting's Designated Federal Officer (DFO).

OLD BUSINESS

After opening the meeting, Mr. Garcia's first action was approving the February 07 BoV meeting minutes. (Note: Draft minutes of the 8 February 2007 meeting were sent to members on 19 April 2007 for electronic review, comments, and ratification.) A motion was made to approve and accept the draft minutes. The motion was seconded and carried, making the February 2007 minutes official.

NEW BUSINESS

Superintendent's USAFA Update:

Lt Gen John Regni opened by thanking the Chairman and the BoV members for attending the Dean of the Faculty's Outstanding Educator Awards Ceremony earlier that day. He also thanked Brig Gen Dana Born for her leadership in putting together the awards ceremony.

He then provided an update of the Academy's budget and fiscal situation. Gen Regni stated USAFA will continue to work through the Air Force corporate structure to meet its budget needs. He said he met with the Chairman of the Air Force Board of Directors, Maj Gen T.C. Jones. During his visit with Gen Jones, Gen Regni addressed a memorandum he sent to Secretary Wynne which identified the areas of the Program Objective Memoranda (POM) that were broken and needed to be fixed. He expressed that he and Gen Jones had spent a fair amount of time discussing USAFA's programs and facilities, as well as the direct mission areas of academics, military, and athletics.

Gen Regni said Gen Jones, while visiting a number of universities with his daughter, was struck by how other universities were better maintained than USAFA, in terms of facilities and general infrastructure. Gen Regni highlighted that appearance was an important factor when young men and women made decisions on which school to attend.

Next, Gen Regni discussed permanent party manning. He stated that six months ago USAFA started checking with the Personnel Community to ensure the Academy was able to begin the academic year with enough fully-qualified, experienced officers and civilians to accomplish its primary mission—developing leaders of character. Gen Regni explained that for a variety of reasons, partly due to funding, the Air Force did not have sufficient funds to permanently move people from one base to another for this year or the next. He was blunt and said USAFA's situation did not look good. He referred to the fact that a capabilities status report indicated many of USAFA's academic departments were in Code 4, which represented an inability to complete the mission. Academy staff has been working with the Personnel Community and other functional communities to address USAFA's manning situation. In some areas such as Air Officers Commanding and Academy Military Trainers (on the enlisted side), the Academy was very strong. On the other hand, the English, Electrical Engineering, Management, and the Foreign Languages Departments at USAFA are facing serious

challenges in manning.

Gen Regni also addressed pending Air Force-wide force reductions and the impact those reductions may have on USAFA's upcoming accreditation. Gen Regni said, "We have to be very agile and flexible here. We've been through eras like this before. We will turn to our professors to tighten their belts a notch or two and have higher course loads."

Dean of the Faculty Update:

Brig Gen Dana Born addressed the issue of accreditation. She stated that in 2008 an accreditation agency will take a thorough look at how well USAFA is accomplishing its academic mission. She was confident USAFA would do very well on next year's accreditation.

Expanding on Gen Born's comments, Gen Regni commented that USAFA wants to send its graduates to the most prestigious colleges and universities in the country to obtain advanced academic degrees. He said he wanted to have Ivy League degrees back in USAFA's classrooms.

The Superintendent stated last year SecAF approved an initiative to allow USAFA cadets to go directly to graduate school programs. He said this year USAFA has 65 graduates going directly into graduate school. Long term USAFA plans to meet with the Commander of the Air Force Institute of Technology to make sure the importance of supporting USAFA's plans is articulated to the Air Force. The SecAF followed up and said the Air Force is trying to allow folks to go and get their academic degree, return to the faculty mid-career (the seven to 10-year point,) then go off to be squadron commanders, all while having a full career as a pilot.

Athletics Update:

Lt Gen Regni addressed the manning situation with respect to the Athletic Department. In terms of manning, he said the Athletic Department was "hard-broken." The department's manning at one time was down to 60 percent and USAFA managed to bring it up to 82 percent. Gen Regni specifically mentioned shortages in the area of intercollegiate coaching. This manning issue became pronounced when USAFA was no longer allowed to have new graduates stay on at the Academy and serve as assistant coaches. A few years ago, USAFA was promised civilian authorizations in the POM to hire civilian assistant coaches. USAFA has not been able to hire the coaches it needs because the funding never came through. This was one of the POM disconnects Gen Regni identified that needs to be fixed.

Admissions Update:

Lt Gen Regni described the composition of the incoming freshmen class -- the Class of 2011. The class will have approximately 1,300 members. Eighteen 4-year international cadets will be members of the class. He highlighted that one of the international cadets was from Serbia and had been personally recommended by the President of Serbia. The Academy will have 57 full-time international cadets, representing 37 countries. There will be roughly 1,060 cadets coming directly from high school and 12 entering the new class directly from the enlisted corps (10 from the Air Force and 2 from the Marine Corps.)

Next, Gen Regni discussed the USAFA Preparatory School. He said the Academy Board recently met and approved 160 Prep School students for admittance into the incoming class. He projected that 200 cadet candidates from the Prep School would join the Class of 2011. Gen Regni said he did not have the final numbers on the diversity of the class, but stated USAFA was in position to repeat last year's record performance of having 20.2 percent of the freshmen class comprised of women. In the area of diversity, the Academy is still seeing challenges. In the incoming class, African Americans and Hispanics are under-represented, which is a similar situation that exists at the other academies and many top-tier universities. Gen Regni identified the stats as follows: 4 percent African-American, 6 percent Hispanic, 2 percent American Indian, 9 percent Asian/Pacific Islander, and 18-plus percent women.

Gen Regni presented a slide showing USAFA had more than 9,200 applications this year for the roughly 1,060 direct entry slots from high school; 81 percent of those applicants were Caucasians. Gen Regni explained USAFA had a lot of applications from African Americans, about 10 percent. Unfortunately, over 200 of them never followed through after showing initial interest, even though Academy Liaison Officers (ALOs) across the country had made contact with all of them. As a result, the African-American applicant pool dropped to approximately 700. When USAFA applied academic standards looking at composite scores, national test scores, and high school GPAs, USAFA lost 500 more applicants who not were qualified for direct entry into the Academy, which pulled the number down to 200. Gen Regni suggested a possible solution is to provide minorities with exposure to air and space early in life. Ms. Kudla responded and said she felt the military should focus on the dependents of military personnel, since we are able to identify these individuals early.

Gen Regni followed by addressing the strategic goal of increasing diversity. He highlighted the challenges he faces and the help he needs from Washington to solve these challenges. To illustrate his point, Gen Regni shared a paragraph from a DoD instruction (DoDI 1322.22) pertaining to military preparatory schools. He read aloud: "Primary consideration for enrollment shall be afforded to nominees to fill officer accessions objectives for minorities, including women, and for those enlisted applicants who by their professional performance have demonstrated the ability and deserve consideration for appointment to the Academy." He said in the draft revision of this instruction, this entire paragraph is stricken. Gen Regni expressed concern about the removal of this language and the impact it might have on the Prep School.

The Superintendent then showed a chart of SAT Math and Verbal scores. He said USAFA has drawn a line at 480 (SAT Math) and 480 (SAT Verbal) as the benchmarks for the Prep School cadet candidates. He mentioned that SAT scores for the entering class averaged 650. He said that if USAFA goes with 480 score benchmarks, there are 71 more African-American candidates who could be vectored into the Prep School. Gen Regni highlighted that if the DoD Directive is published without the "minority" mission for the Prep School, then they do not have the overarching policy directives allowing USAFA to put emphasis on this issue. Currently, the Academy has an emphasis on recruiting enlisted members to become USAFA cadets, usually 60 slots per year are filled by individuals with prior enlisted service. Similar to minority recruitment, removing this language will make enrollment of prior enlisted service members more difficult.

Gen Regni voiced another concern. After a recent audit of the USAFA Preparatory School, auditors indicated they were going to make a formal recommendation to cut the size of the Prep School in half to eliminate 100 slots as a cost-effective measure for the Air Force. Gen Regni stressed that he will non-concur with the audit's recommendation to cut the Prep School slots by half.

The Superintendent concluded his presentation on diversity and proceeded to say a few words about the catastrophe at Virginia Tech. He said after that event USAFA immediately looked at their plans, particularly its command and control systems. He felt they had a bit of an advantage at USAFA because the cadet area is already patrolled by security personnel. He also said they have several tools and systems in place that are not discussed publicly. Overall, Gen Regni was comfortable with the protection provided by USAFA's overlapping security systems. He also said USAFA was more secure against a vehicle-borne threat than ever before. At the same time, he said he realizes the increased risk presented by allowing tourists and visitors access to the Cadet Area. Gen Regni said the Academy has checked all of their procedures, with a particular focus on the Cadet Area, and looked at scenarios where there was a shooter in the classroom area or on the terrazzo. He said his team has been proactive in ensuring the cadets, faculty, and staff know what to do during emergency situations and crisis events. He said his staff has received good information from the Secret Service and the U.S. Department of Education on how these incidents transpire. He further stated USAFA has

unarmed combat courses for every cadet and that personnel safety is a top priority and an ongoing effort at USAFA. Gen Regni said the Academy has coordinated with a number of local agencies and has established memoranda of agreement to more effectively respond to crisis situations and events. His overall assessment was that USAFA has a good security system in place and effective command and control.

Cadet Focus Groups:

At the conclusion of Gen Regni's comments, BoV members and Secretary Wynne met in a closed session. The purpose of the closed session was to conduct cadet focus groups. The three focus groups consisted of: a Cadet Honor Panel, a Cadet Leadership Panel, and a Female Panel.

Admissions and Graduation Subcommittee Update:

Mr. Scribante made a proposal to make a modification to the USAFA mission statement to have an enhanced focus on the admissions process. After some deliberation, it was decided to hold that discussion item until further notice. Next, Mr. Scribante discussed a recent admissions review conducted by Mr. Rollie Stoneman. As a result of the review, a meeting was set up for the Gallup Organization to present their character evaluation system to leaders within the Air Force Personnel Community.

Mr. French followed Mr Scribante's comments and said a meeting occurred where a Gallup representative gave a presentation to senior Air Force officials detailing Gallup's 40 years of experience in studying top leadership. The representative claimed this extensive experience has allowed Gallup to isolate the characteristics of top leaders. The organization has developed an interview instrument that allows them, in a fairly short amount of time, to interview someone and define whether that person has the same characteristics as top leaders. Gallup believes a trained person using its instrument can isolate not only character, but also leadership traits. Mr. French discussed the possibility of examining how psychological instruments might be of value to the admissions process and that he was pursuing a review proposal. Mr. French discussed the option to use senior Air Force officers to help define the instrument and conduct a sample of short interviews while also working with cadets and junior officers. Ms. Kudla voiced concern that the pool of senior Air Force leadership lacks diversity. Therefore, she wanted diversity to be a primary factor when establishing the Air Force senior leader baseline. Mr. Scribante proposed they proceed with the review and the BoV should receive a presentation in the future about the review's concept and include a question & answer session.

Infrastructure Resources Subcommittee Update:

Ms. Nancy Kudla began by thanking all the members and the Academy staff for their responsiveness in providing documents and responding to her queries. Next, she identified the funding challenges the Academy is facing regarding its "Fix USAFA" initiative. In addition, she said USAFA has ongoing funding challenges in the out-years for other operational requirements, such as civilian pay, athletics, and training programs. She stressed the Academy has less flexibility in being able to respond to significant cuts that are being levied across the Air Force. She said it's a monumental, if not impossible, challenge for the Academy. Ms. Kudla recommended the Board formally go on record and make a recommendation to SecAF that his office does whatever it can to support the Superintendent and the Academy. Gen Regni echoed Ms. Kudla's sentiment by stating there were two dimensions to the funding issue. First, he said, "the FY09 POM and out is the thing that I would really like to get corrected." The second dimension was the Air Force's near-term fiscal challenges in FY07 and FY08.

Next, Ms. Kudla made a motion to include the Infrastructure and Resources Subcommittee's full report in the BoV's next semi-annual report. Before voting Mr. Garcia

wanted to make the subcommittee's findings a Board issue versus a subcommittee issue. The motion was made and approved.

Academic and Course of Instruction Subcommittee Update:

Dr. Gail Jaquish started by thanking Gen Regni, Col Neal Barlow, and members of the faculty for all their support to her subcommittee.

She presented her subcommittee's analysis and findings. She called attention to the BOV's role in the upcoming 2008-2009 accreditation process, and how the Board can become engaged to support the Academy in this effort. She provided information on the Academy's accreditation history and an overall description of the accreditation process. The accreditation process, which is conducted by the Higher Learning Commission, takes place every 10 years. She explained that the upcoming accreditation will be substantively different than the 1999 accreditation review in terms of the criteria the commission will apply to the Academy. She suggested the Board continue to work with Gen Born and the faculty to better understand how the BOV can be engaged and make a positive contribution. She said her subcommittee would come back with a refined definition of this project at the July BoV meeting, along with formal recommendations to the Board. Dr. Jaquish said she would prepare an updated subcommittee report based on new information she received the previous day. She added this updated report would be ready for the Board to review during the July meeting. Before concluding her remarks, Dr. Jaquish pointed out that accreditation looks at the entirety of the USAFA mission, not just the academics.

Character and Leadership Subcommittee Update:

Mr. Terry Isaacson reported on the activities of his subcommittee since February 2007, and he presented a draft charter for the Character & Leadership Subcommittee for the BoV's review and approval. There were no objections to approving the draft charter, so the charter was approved. Next, he said, based on a review of the Fowler Report, the subcommittee felt the Air Force and the Academy had addressed all of the report's recommendations in a very positive way. Based on his subcommittee's review and what he heard from the cadets in the focus groups, it was clear that the Academy had made significant progress over the past several years.

Mr. Isaacson highlighted his key take-aways from the focus groups. First, he believed cadets feel ownership of the Honor Code and they feel they play an important role in the changes at USAFA. Next, he emphasized the need for an environment where certain groups did not feel they were under the microscope all of the time. Mr. Isaacson felt there may still be a problem in this area. Another take-away was that cadets felt they would benefit from having greater ownership of more parts of the military training program, not just the Honor Code. Mr. Isaacson said he learned that, as a result of the many changes implemented during their four years at the Academy, cadets desire greater stability in the Academy's training environment. Lastly, the cadets suggested Board members talk to cadets Academy-wide. They specifically suggested meeting with intercollegiate athletes and making visits to the Athletic Department and the flying program.

Mr. Isaacson said he planned to arrive a few days before the July BoV meeting for information gathering purposes. The day prior to the BoV he plans to meet with the Superintendent and the Commandant, and spend time with their staffs and with different cadets. He invited other subcommittee and BoV members to attend, if they are available.

Closing Remarks:

Before going into the planning session, Mr. Garcia expressed his appreciation for the efforts of the subcommittees. He also mentioned the fact that a number of new Board members were expected to be appointed and emphasized the importance of helping to get the new

members up to speed. He again addressed meeting attendance and said he would be sending a letter to the Speaker of the House and Vice President Cheney requesting their assistance in getting new members appointed to the Board. He reiterated that meeting attendance was critical and that he planned to take a very tough stance on this issue. Lastly, Mr. Garcia stressed the importance of maintaining respect for the cadets' confidentiality and not discussing what the cadets shared during closed-session focus groups. He closed by saying this applied to both BoV members and Academy staff.

Before the meeting adjourned, Lt Gen Regni pointed out that the USAFA Board of Visitors lacked a high level of academic expertise, with a couple exceptions. He said this fact was noted during the previous accreditation. Referring to the next accreditation, he said this would not go unnoticed, and the Chair might consider looking at the Air University's board membership and the strengths that chancellors would add to the BoV. Gen Regni suggested the Chair coordinate with the White House to concentrate more on achieving that level of academic expertise on the board.

Mr. Garcia declared the end of the meeting at 1341 MST, 5 May 2007.

Schedule of Future Meetings in 2007:

Projected dates and locations are: 27-28 July at USAFA; 17 October in Washington, D.C.; and 10-11 January at USAFA.

SUMMARY OF MOTIONS

- The motion was made, seconded, and passed unanimously to accept the minutes of the 8 February 2007 USAFA BoV teleconference meeting as presented.
- Include subcommittee reports in the meeting minutes.

SUMMARY OF FOLLOW-ON ACTIONS

- Invite the Gallup Organization to the 27-28 July meeting to share their findings with the Board.
- Academic and Course of Instruction Subcommittee provide a revised version of their May findings for review at the 27-28 July BoV meeting.



PAUL A. PRICE, Col, USAF
Executive Secretary

APPROVED:



CHARLES P. GARCIA
Chairman, USAF Academy Board of Visitors

Attachments:

1. Admissions and Graduation Subcommittee Report, 12 April 2007
2. Infrastructure and Resources Subcommittee Report, 5 May 2007
3. Academic and Course of Instruction Subcommittee Report, 4 April 2007
4. Character and Leadership Subcommittee Report, 30 April 2007



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

WASHINGTON, DC 20330

12 April 2007

MEMORANDUM FOR USAF ACADEMY BOARD OF VISITORS

FROM: A.J. Scribante, Chairman, Admissions & Graduation Subcommittee
Committee report for BOV meeting
May 4-5, 2007 at the USAF Academy

SUBJECT: The ability for USAFA to assess Leadership Character

The charge of this committee is to focus on these key areas:

- 1) Recruiting and screening of cadet candidates.
- 2) Review the standards for character and leadership, plus those used for academics and physical qualification.
- 3) Assess the diversity of the cadet wing.
- 4) Review the Preparatory School function.
- 5) Review the discipline standards.

The committee has reviewed the admission process for the USAFA. This report contains the findings, conclusions and recommendations based upon the work to date.

As Chair, I thank each of the participants for their support and thoughtful contribution with this learning process. Overall, the admission system appears to be sound, staffed by committed individuals who are dedicated to providing fully qualified candidates for the USAFA.

In the review, several concerns emerged that should be addressed as we proceed to improve upon the admissions process.

The USAFA mission statement: "Educate, train and inspire men and women to become officers of character motivated to lead the USAF in service to our nation."

The recommendation of this committee is to enhance the mission by altering it to read: "To select, educate, train and inspire men and women of character to become officers motivated to lead the USAF in service to our nation."

This change will focus the admission effort on selection of men and women of character. Character cannot be trained, only developed to the person's potential thru self-awareness.

The admissions process was reviewed by Mr. Rollie Stoneman. The complexity of the process is quite impressive. The three areas of consideration and evaluation are:

Academics - this segment has a rather extensive metric evaluation and seems to be sound and effective. The weight placed upon this segment is 60% for selection and admission purposes. The office of admissions makes its initial assessment based on the numerical scores derived from academic performance and extra curricular activities and honors.

The segment of activities and honors also has a well-defined metric system of evaluation. The weight for this segment is 20%.

Next, is the segment for Leadership Character. This segment is given a weight of 20% even though a measurement metric is not available as in the other two segments.

It appeared that this provided an opportunity to introduce a resource as a result of a civilian business experience that can provide a measurement and assessment of Leadership Character. That resource is the Selection Division of The Gallup Organization (Gallup). A meeting was set up for Gallup to present their ability to the leaders of the USAF personnel community. Bob Goodwin, David French, Col Paul Price and others were present. I'd like to have David French review that session and the follow up plan involving Gallup. I might add the ANSER report conducted in 2005 that included their findings after reviewing 15 or so recruiting and interviewing organizations, indicated that there is not a way to measure or assess Leadership Character.

David, please give us your report.

The next step for USAFA is to have Gallup share their process with the Superintendent of USAFA and his Staff. The meeting will take place in June.

Once this process is validated, USAFA and the Air Force will have to consider whether to allocate the resources required to develop and implement such an interview instrument. If implemented, my experience suggests we can then begin to see these positive and valuable results, including:

- 1) An increase in the number of cadets innately possessing a high level of Leadership Character.
- 2) A greater number of graduates with strong leadership ability.
- 3) A much improved recruiting and admission process creating a more effective and efficient procedure.
- 4) A higher level of performance in each academy department.

The committee recommendation is to take the validation step with Gallup.

As committee chair, I intend to make a motion at the full board meeting to adopt the proposed change for the USAFA mission as a formal recommendation of the board.

The second area reviewed was recruiting and screening. An interview with an ALO who has been a USAFA recruiter for seven years and a director of 21 ALO's under his charge for the past six months, revealed these findings:

- 1) His duty is to be a recruiter, a mentor, plus an evaluator of USAFA candidates.
- 2) His team submitted 16 candidates last year and is focused on the same contribution this year.
- 3) They visit every high school in their area and attend the college fairs.
- 4) They look for student athletes and the 'whole' person who is physically fit with good character and leadership.
- 5) Their team's cut off is a C+ student who is recommended to the Prep School at the Academy.
- 6) Once they find a promising freshman, they mentor that person, meet with their parents and stay in relationship with them.
- 7) Their results bring forth: 70% men, 30% women, of which 50% are Caucasian, 20% African-American and 30% Latino.
- 8) Their character assessment comes from one-on-one meetings, references from other students, teachers and coaches. The areas of consideration are: Behavior; How they relate with others; Leadership positions; Boy Scouts; and ROTC. The big question is: "What did they do to make what they are involved with better?"
- 9) His personal assessment – He is a better recruiter and mentor than he is an evaluator.

The committee observation is ...A validated Web-based selection instrument engineered to recognize Leadership Character will greatly enhance this process and allow the ALO's to focus greater effort on diversity objectives.

The market place taken from the current U.S. Census indicates these statistics:

- High school age students (14-18)...16.8 million in ('04)
- 85% graduation for girls and 84% for boys brings the total to 14.3 million.
- Considering four grades that brings the total to 3.6 million
- At 10% high leadership character, the market becomes 360,000 and USAFA needs 1,600, or 1 out of 225.

For a second year in a row, the Academy will admit less than 30 African American cadets out of nearly 1,000 incoming cadets in the Class of 2011. The committee will be prepared to report on the diversity needs and objectives at the next BOV meeting in July 2007.

I will be happy to answer any questions.



Infrastructure & Resources Subcommittee

(Members: Nancy Kudla (Chair), Senator Larry Craig, State Senator Jackie Winters, H. Gary Morse)

SUBJECT: Subcommittee Report to BOV – Status & Interim Findings
(presented at 4-5 May 2007 BOV meeting at USAFA)

Subcommittee Charter and Goals:

- To ensure appropriate BOV review and understanding of the Academy's infrastructure and resources requirements, to include funding, staffing, physical infrastructure, long term plans, and medical and logistical support.
- To provide the BOV with recommendations and assessments regarding the state of the Academy's infrastructure and resources requirements, funding, priorities, plans, and impacts of any shortfalls. In particular, to highlight priority concerns and issues that are of public interest and/or of potential negative impact to the successful execution of the Academy's mission.
- To support the BOV's ongoing tracking and reporting of the progress of identified concerns and action areas throughout the annual review cycle.

Planned Actions (February – December 2007):

- ✓ February – April 2007: Review preliminary I&R funding and plans information provided by Academy staff.
- ✓ May 2007: Meet with Academy FM and CE staff for a briefing overviewing and detailing the current Academy plans and outlook for I&R support and maintenance (including 'Fix USAFA' plans) and to understand the associated issues, needs and challenges.
- May 2007: Provide update, assessment, and recommendations to BOV regarding the Academy's I&R needs and plans. Identify specific issues for tracking at BOV meetings. Provide inputs for semi-annual BOV report.
- June – December 2007: Continue follow-up and tracking of identified issues. Provide inputs for semi-annual BOV report.

Subcommittee Update, Assessment & Recommendations Regarding USAFA I&R Needs and Plans:

1. **USAFA Staff Support to Subcommittee:** The USAFA FM and CE areas, led by Capt Johnny Bevers, USAFA/FMA Budget Officer, and Col Richard Stonestreet, 10th Civil Engineering Squadron Commander, respectively, have provided excellent support to our efforts, including providing detailed information on Academy mission and infrastructure funding priorities, as well as an in-person briefing detailing the new AF POM process, the resultant impacts on Academy funding, and the forecasted funding shortfalls. Additionally, the Superintendent, Lt Gen Regni, has ensured our full and open access to I&R information, both through his personal involvement as well as directing his team to provide effective response to all of our information requests.
2. **Findings:** Overall, we believe that the information provided, including our detailed discussions with Academy staff, indicates that USAFA is facing critical funding shortfalls in key mission and infrastructure areas in FY 09-13. *If these shortfalls are not addressed*, and the Academy's current mission scope and footprint are not significantly reduced, *there is a very real probability of serious failure in core mission areas, as well as an unacceptable degradation of core Academy infrastructure.*
 - a) **Changes in Air Force Corporate Process for POM Funding:** Due to changes in the way the program objective memorandum (POM) funding is determined, USAFA has no active voice above the Panel level – funding decisions are finalized at the higher Air Force Group and Board levels. Breaking from previous years, USAFA leadership no longer addresses the Group or Board levels, as this is considered to be redundant with the MAJCOM membership at these levels. Instead, the Academy submits items to the Personnel and Training Panel and the Installation Support Panel – only a small fraction of these

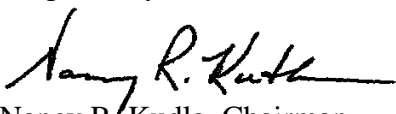
items are being vetted to the Group level for consideration, resulting in significant funding shortfalls for critical mission needs. Without senior Air Force leadership intercession, these funding shortfalls for FY 09-13 will most likely stand.

- b) **Civilian Pay: \$4.5M Annual FYDP Shortfalls in FY 09-13**; this funding directly supports mission area faculty payroll for PhD professors and related Administratively Determined (AD) positions; impacts 8 PhDs and 201 Instructors; **directly negatively impacts upcoming accreditation review.**
- c) **Academics/Athletics: \$14.3M Annual FYDP Shortfalls in FY 09-13**; \$9.5M for Faculty/Library requirements (including under-funded lab equipment due to increase in 3080 threshold and inflationary pressures of library periodicals needed for cadet and staff research, etc.); \$4.8M for Athletics requirements (including \$3.5M of Athletic Department/Cadet Wing-authorized APF expenses that are currently being funded by Non-Appropriated Funds); **directly negatively impacts upcoming accreditation review and ability to field USAFA athletic programs.**
- d) **Facility Operations & Support: \$10.8M in FY09 and \$22.8M Annual FYDP Shortfalls in FY 10-13**; this funding largely covers utility and established service contracts that must be paid (including cadet services, grounds maintenance, custodial services, base security, etc.); **directly negatively impacts Academy's ability to continue operating mission support functions and facilities.**
- e) **Fix USAFA: \$38M Annual FYDP Shortfalls in FY 09-13**; USAFA was constructed in 1956, most facilities built concurrently and programmed to last 40 years – exceptional factors contribute to deterioration and maintenance demands (concurrent aging, higher than normal facility usage by large cadet wing, extreme environmental conditions, historic landmark expenses); modernization program began in 1996 at \$50M/year for past 10 years, but reduced funding has cut ability to solve key facility deficiencies; Academy developed a \$922M 'Fix USAFA' investment strategy and is seeking Air Force buy-in; Academy is jumpstarting 'Fix USAFA' plan at the cost of critical infrastructure and facility repairs, creating additional end of year funding risks in meeting utilities and service contracts obligations; there is Congressional Interest in several 'Fix USAFA' MILCON and SRM requirements (including construction of an Emergency Operations, Vehicle Search, and Base Operations Facilities; repairs to Vandenberg Hall, the Electric Substation, Waste Water Treatment Plant; relocation of the Transportation Fuel Station; and repairing Encroachment Erosion).

3. **Subcommittee Recommendations to BOV:**

- a) Through its semi-annual report, the BOV should highlight its concerns regarding the forecasted funding shortfalls in FY 09-13 and the unacceptable negative impact on critical USAFA mission operations and support, particularly the potential threat to successful re-accreditation and the Academy's ability to successfully fulfill its mission.
- b) Continue tracking the Air Force's and Academy's progress in addressing identified funding shortfalls, including Academy reporting to the BOV as part of the re-occurring agenda at all future BOV meetings until such time as the shortfalls have been fully resolved.

Respectfully Yours,



Nancy R. Kudla, Chairman

Infrastructure & Resources Subcommittee, USAFA BOV

Background of USAFA Accreditation

USAFA has received accreditation from the North Central Association of Colleges and Schools every ten years since 1959, the year of USAFA's first graduating class. In 2004, a USAFA Faculty Forum Sub-Committee comprised of senior military and civilian Ph.D. professors recommended to the Acting Dean of the Faculty that the USAFA initiate a 50th anniversary strategic institutional self-assessment. The upcoming 50th anniversary milestone in 2009 coincides with the next accreditation review scheduled for the academic year 2008-2009.

USAFA preparation for the 2008-2009 accreditation will encompass and involve all programs and aspects of USAFA. The Higher Learning Commission of the North Central Association of Colleges and Schools describes its institutional accreditation process as one in which *"An institutional accrediting agency evaluates an entire educational organization in terms of its mission and the agency's standards of criteria. It accredits the organization as a whole. Besides assessing formal educational activities, it evaluates such things as governance and administration, financial stability, admissions and student services, institutional resources, student learning, institutional effectiveness, and relationships with internal and external constituencies."*¹

The criteria for accreditation that will apply to the Higher Learning Commission's evaluation of USAFA in 2008-2009 are different than the bases for prior accreditations. Historically, USAFA internal assessments to satisfy accreditation requirements have been descriptive in nature. The new accreditation criteria will require evidence to prove meeting educational objectives. Successful accreditation in 2009 will result from USAFA demonstrating its achievement in five new major criteria areas: 1) mission and integrity; 2) preparing for the future; 3) student learning and effective teaching; 4) acquisition, discovery, and application of knowledge; and 5) engagement and service. Each criterion has three elements: criterion statement, core components and examples of evidence. 2

Based on recommendations from members of previous accreditation teams and from universities which have successfully met the new criteria, USAFA has formed a faculty steering committee for accreditation. The faculty steering committee is organized into subcommittees, each of which focuses on one of the five primary accreditation criteria.

The Higher Learning Commission describes the value of accreditation as, *"Accreditation provides both public certification of acceptable institutional quality and an opportunity and incentive for self-improvement in the accredited organization. The commission reaches the conclusion that a college or university meets the Criteria only after the organization opens itself to outside examination by experienced evaluators familiar with accrediting*

1 *The Higher Learning Commission Institutional Accreditation: An Overview*, The Higher Learning Commission, a commission of the North Central Association of Colleges and Schools, Chicago, IL, December 1, 2003.

2 The Higher Learning Commission, *Handbook of Accreditation* (3rd Edition), Chicago, IL, 2003.

requirements and with higher education. The process of accreditation provides the accredited organization with an opportunity for critical self-analysis leading to improvement in quality and for consultation and advice from persons from other organizations.” ³

The importance of USAFA to our nation’s defense makes accreditation essential. Accreditation provides American citizens and Congress confidence that USAFA is providing an excellent education to future officers of the United States Air Force. Accreditation is also required to maintain USAFA eligibility for federal funding. The significance of continuing accreditation and the faculty initiated strategic institutional self-assessment has resulted in USAFA refining its education outcomes.

“USAFA Education Outcomes”

The current USAFA Course of Instruction (academic, military, athletic) is designed and organized to achieve the following *“USAFA Education Outcomes:”*

Commission leaders of character who embody the Air Force core values . . .

... committed to Societal, Professional, and Individual Responsibilities

- Ethical Reasoning and Action
- Respect for Human Dignity
- Service to the Nation
- Lifelong Development and Contributions
- Intercultural Competence and Involvement

... empowered by integrated Intellectual and Warrior Skills

- Quantitative and Information Literacy
- Oral and Written Communication
- Critical Thinking
- Decision Making
- Stamina
- Courage
- Discipline
- Teamwork

... grounded in essential Knowledge of the Profession of Arms and the Human & Physical Worlds

- Heritage and Application of Air, Space, and Cyberspace Power
- National Security and Full Spectrum of Joint and Coalition Warfare

³ *The Higher Learning Commission Institutional Accreditation: An Overview*, The Higher Learning Commission, a commission of the North Central Association of Colleges and Schools, Chicago, IL, December 1, 2003.

- Civic, Cultural and International Environments
- Ethics and the Foundations of Character
- Principles of Science and the Scientific Method
- Principles of Engineering and the Application of Technology. 4

Current “*USAFA Education Outcomes*” and the Higher Learning Commission Accreditation Criteria serve as the framework for the internal assessment and accreditation preparation now underway at the Academy.

BOV Opportunity & Responsibility

The active involvement of professional educators on the USAFA Board of Visitors was highlighted as an institutional strength in the USAFA 1999 Accreditation Report. That is the BOV’s most recent USAFA accreditation “heritage.” With respect to “horizons,” the BOV now has an opportunity to have a constructive role in the Academy’s future education objectives.

In 2006, the BOV constituted four working committees, one of which is the BOV Academic & Course of Instruction Committee (“BOV Academic Committee”). Since its formation, the BOV Academic Committee has become focused on its potential to contribute to a successful accreditation outcome for USAFA in 2009. The BOV Academic Committee’s information gathering discussions with USAFA Dean and Vice-Dean of the Faculty have highlighted an opportunity for the BOV to augment ongoing internal USAFA assessments. The Dean of the Faculty recognizes the Academy’s awareness of the potential benefit to obtaining an external perspective on “*USAFA Education Outcomes*.” The Higher Learning Commission accreditation review, while external in nature, will only assess whether USAFA can demonstrate achieving present educational objectives. External independent advisory input on “*USAFA Education Outcomes*” could offer a future-oriented perspective on the educational objectives themselves. Are “*USAFA Education Outcomes*” consistent with meeting future needs of Air Force officers in the 21st century operational U.S. Air Force?

Ideally, independent advisory input on “*USAFA Education Outcomes*” would be conducted in sufficient time to enable USAFA to consider the results of such an endeavor in its planning for the 2009 accreditation review site visit (estimated to coincide with the April, 2009 BOV meeting). As it was in 1999, the BOV can expect to be a subject matter of interest to the 2008-2009 accreditation evaluators. The BOV Academic Committee suggests that it is timely for the BOV to become engaged in its role in the 2008-2009 accreditation review and in the USAFA educational transformation underway.

Consistent with the BOV’s advisory-oversight role, the BOV Academic Committee requests BOV discussion at the May 2007 BOV meeting concerning the role

4 USAFA Outcomes Working Group, *USAFA Outcomes*, as approved by the Academy Board, March, 2007.

of the BOV in supporting USAFA efforts on educational transformation and the upcoming accreditation. The 2009 accreditation criteria require USAFA to demonstrate evidence of institutional effectiveness with regard to continuous improvement to prepare for the future. 5 Ongoing internal assessment at USAFA will produce evidence that the Academy evaluates the usefulness of its current curricula to students who will live and work in a global, diverse, and technological society. The BOV Academic Committee requests that the BOV discuss whether the Academy's evidence of continuous improvement to prepare for the future might be enhanced by BOV efforts to facilitate obtaining future-oriented external independent expert advisory input on *"USAFA Education Outcomes."*

"USAFA Education Outcomes" & the 21st Century Operational U.S. Air Force

In addition to accreditation issues, in light of the evolving global war on terror and the accelerating rate at which we are becoming a technology driven society, the BOV Academic Committee respectfully requests that the BOV consider recommending the future value to USAFA and the USAF in obtaining external advisory opinion on *"USAFA Education Outcomes."* While respecting Academy education traditions, USAFA also aspires to continuously modernize to be maximally relevant to the future needs of the operational Air Force. USAFA strives valiantly to provide cadets the scientific, military, and humanistic knowledge bases needed to defend America in air, space, cyber-space, and in the global war on terror.

With increasing U.S. military and coalition operations occurring worldwide in the evolving war on terror, it is timely for the BOV to consider *"USAFA Education Outcomes"* with respect to their alignment with future 21st century operational Air Force needs. The BOV Academic Committee proposes that the BOV consider recommending to the Secretary of the Air Force the formation of an independent advisory commission of distinguished experts in higher education and the military as set forth below.

Proposed USAFA 21st Century Commission

Commission Charter: Created under the authority of the USAFA Board of Visitors.

Commission Purpose: To provide external expert advisory input on *"USAFA Education Outcomes"* in terms of whether USAFA education objectives will optimally prepare

5 Accreditation Criteria #2, *"Preparing for the Future,"* Section 2c: *"the organization's ongoing evaluation and assessment processes provide reliable evidence of institutional effectiveness that clearly informs strategies for continuous improvement."* And, Accreditation Criteria #4, *"Acquisition, Discovery, and Application of Knowledge"* Section 4c: *"the organization assesses the usefulness of its curricula to students who will live and work in a global, diverse, and technological society."* The Higher Learning Commission, *Handbook of Accreditation* (3rd Edition), Chicago, IL, 2003.

cadets to attain a sufficient mastery level understanding of responsibilities, skills and knowledge needed to meet 21st Century demands to defend America in air, space, cyber-space, and the global war on terror, and to work in a global, diverse and technological society.

Commission Objectives:

1. The Commission will conduct an advisory analysis of “*USAFA Education Outcomes*” focused on providing independent expert opinion on the mix, depth and content of “*USAFA Education Outcomes*” (academic, military and athletic programs) as they aim to prepare cadets with the knowledge bases needed for performance as Air Force officers in the 21st century.
2. The Commission will seek to minimize time and resource demands on USAFA.
3. The Commission will conduct its work in sufficient time to enable USAFA to consider the Commission’s advisory input during USAFA’s preparation for the 2009 accreditation and for the ongoing “USAFA Educational Transformation.”

Commission Composition:

The Commission shall consist of a Chairperson and ten (10) members.

Commission Chairperson: The Commission Chairperson shall be a University President, Provost or Dean (or functional equivalent);

Commission Members: Commission Members shall be distinguished individuals from higher education institutions and individuals with academic and/or military credentials who understand the unique educational mission of USAFA. Commission members should be drawn from the fields of engineering, applied sciences; international relations, political sciences, foreign languages, cross-cultural studies, information technology, computer sciences, business management, economics, military sciences, conflict resolution, psychology and/or organizational behavior. Potential Commission Members shall also derive from America’s distinguished think tanks, corporations, non-profits or other organizations with military and/or higher education expertise.

Commission Advisors: Commission members will require expert Advisors from the Office of the USAF Chief of Staff (individuals with command and strategic experience) and the Office of the Superintendent of USAFA (individuals with USAFA expertise in academic, military and athletic programs).

Commission Methodology:

The BOV, supported by its Executive Administrator, will serve as the coordinating point for the Commission. The Commission will convene as necessary to undertake its purpose. The Commission will need an Executive Administrator who would be an individual (selected by USAFA and the Secretary of the Air Force) who has working knowledge of USAFA, the Pentagon, and the BOV at a level sufficient to enable the individual to efficiently comply with the Commission's requests for information to review and for access to USAFA alumni, faculty and cadets and USAF personnel (active and separated) that would need to be obtained from USAFA or the USAF.

Commission Schedule:

- May 2007 BOV Academic Committee presents Commission concept plan to BOV at May board meeting for its consideration, discussion and potential action.
- June 2007 Coordinate with USAFA & USAF on Commission focus and scope. Identify potential Commission Chairperson & Members. Prepare formal charge for Commission. Develop schedule for completion of Commission's work. Develop Commission budget. Establish Commission's administrative procedures. Identify funding sources and commitments.
- July 2007 BOV Academic Committee presents Commission charge, schedule, proposed membership, budget, and funding sources to BOV for its consideration and potential recommendation to proceed at July board meeting.
- Aug 2007 Contact, invite and finalize Commission membership.
- Sep 2007 Commission convenes to begin work to be conducted throughout fall 2007 and winter 2008, gathering input from:
- Active duty and separated USAFA Alumni (various grades experienced in operational Air Force, at U.S. Embassies and other worldwide locations);
 - USAFA Faculty (junior & tenured, civilian & military);
 - Faculty from other distinguished institutions of higher education and scholars at America's premier think tanks;
 - Industry Executives experienced with USAFA graduates and/or the technology needs of the USAF;
 - Senior leadership at offices of the U.S. Air Force Chief of Staff;
 - Association of Graduates (AOG);

Other sources to be determined.

- Oct 2007 Commission provides progress update at October BOV meeting.
- Feb 2008 Commission provides progress update at February BOV meeting.
- March 2008 Commission submits draft report to BOV for review.
- April 2008 Commission submits revised draft report to BOV for review.
- July 2008 Commission submits final report to BOV for approval at July board meeting and for delivery to USAFA and USAF.

Budget:

The Commission will be funded with a combination of 501(c)3 private non-profit corporation charitable donations and specially approved funding by the Secretary of the Air Force, designated for the express purpose of the Commission's work. The budget will provide for travel, support and other necessary costs for the Commission. The estimated total cost of the Commission's work will be developed in the coming months.

Compensation for the Commission's Executive Administrator (complying with USAF and USAFA regulations) and any support staff or resources will be drawn from the Commission's budget or would involve the Commission reimbursing the appropriate governmental entity from which the Executive Administrator would be "on loan" (in whole or in part) for the duration of the Commission's work.

Members of the Commission will be offered an honorarium for their participation, commensurate with what is typically provided for such work.

MEMORANDUM

To: Chairman, USAF Academy Board of Visitors
From: Chairman, Character and Leadership Committee
Re: C&L Committee Conference Call, April 24th
Date: April 30, 2007

Mr. Chairman and members of the Board, the Character and Leadership Committee met via conference call on April 24th, and will again meet prior to the meeting of the full Board at the USAF Academy on May 4, 2007. Board of Visitors (BOV) members participating on the call included Senator Allard, Mr. Charles Garcia and Mr. Terry Isaacson. Others on the call included Colonel Paul Price, Colonel Gary Packard plus five USAFA Directors and Mr. Lance Landry from the Office of Senator Allard. The topics discussed included the following:

Membership and charter for the C&L Committee for 2007. In addition to the three BOV members currently on the C&L Committee, Mr. Garcia indicated he would solicit an additional BOV member for the committee when the full membership of the 2007 BOV is determined. Colonel Packard offered to research what level of cadet involvement with the C&L Committee is appropriate, and he will present recommendations for consideration at the next committee meeting. Mr. Isaacson agreed to draft a charter for review by the committee and approval of the BOV at the May 2007 meeting of the Board.

Proposed agenda for the C&L Committee meeting prior to BOV on May 4th. The committee will meet in the Public Affairs Conference Room, Harmon Hall, Suite 3203, from 0730-0815 hours. Mr. Isaacson asked Colonel Packard to prepare a working agenda to include updates on the Cadet Honor Code and related issues, gender relations, religious tolerance and a report on the recent Character Reflection Weekend.

Status of on-going review of the Cadet Honor Code. Colonel Packard briefed the committee on the status of the February 2007 honor incident involving 4th Class cadets. Results of the intensive review of the Honor Code as well as a summary of final actions from this incident will be presented to the C&L Committee and the BOV at the May 2007 meetings.

Discussion of the Fowler Report and status of implementing its 21 recommendations. Colonel Paul Price has been asked to provide an overview of the Fowler Report and the status of recommendations.

Gender relations and climate surveys. Senator Allard reemphasized the importance of surveys and sessions with cadets that provide accurate insight into the areas of gender relations, sexual assault, honor and ethics—all matters of significance to the health and welfare of the Cadet Wing and the entire USAFA community.

Each of these items will be discussed in greater detail at the C&L Committee meeting on May 4th—and a summary of the issues, including areas of consensus, recommendations or requests for action by the BOV, will be presented to the Board on May 5th.

Respectfully submitted,

Terry C. Isaacson, Chair, Character and Leadership Committee