



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

15 June 2007

MEMORANDUM FOR SECRETARY OF DEFENSE

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 Chairman of the United States Air Force Academy (USAFA) Board of Visitors (BoV), I am required by Title 10, USC, Section 9355 to submit this semi-annual report for your consideration.

The professional working relationship between USAFA leadership, Air Force senior leaders, and this board remains positive and constructive. The BoV members greatly appreciate the direct involvement of Secretary Wynne and the Air Force's senior leadership at all our meetings. Their active involvement recognizes the importance of the Academy's mission and the responsibilities of this Board. The BoV is fully engaged in its oversight of USAFA on your behalf and the President of the United States.

In the previous semi-annual report, I announced the formation of BoV subcommittees to focus on four key areas: Character and Leadership (Terry Isaacson, Chair); Academics and Course of Instruction (Gail Jaquish, Chair); Infrastructure and Resources (Nancy Kudla, Chair); and Admissions and Graduation (A.J. Scribante, Chair). The subcommittees conduct information gathering and analysis between quarterly BoV meetings. At each BoV meeting, subcommittees meet with their respective USAFA liaisons, and report their findings and recommended actions to the entire Board for its consideration, deliberations and potential recommendations.

Funding Shortfalls

The BoV appreciates the significant fiscal challenges facing the Department of Defense and the respective services. The BoV recognizes that the primary objective of the Air Force is to maintain air and space superiority through its recapitalization, acquisition and modernization campaign, thereby forcing tough fiscal decisions due to continued wartime engagement and new requirements in the global war on terror.

The BoV understands that the Air Force budgeting process is governed by a series of government-wide and Department of Defense specific regulations that are designed to allocate resources appropriately among competing requirements. Nevertheless, the BoV has broad

authority to provide independent advice and recommendations on all matters relating to the Academy, and we are concerned that critical USAFA funding shortfalls may lead to a failure in its core mission elements.

From the presentations we have received, the Air Force Academy is facing critical funding shortfalls in key mission and infrastructure areas in FY 09-13 with annual funding shortfalls of approximately \$75 million per year. The BoV is concerned that critical USAFA funding shortfalls may lead to a failure in its core mission areas, and successful re-accreditation of the Academy may be adversely impacted. The BoV recommends that senior Air Force leadership review identified funding shortfalls and take appropriate action to minimize adverse impact on the USAFA mission. Until such time as the funding shortfalls have been fully resolved, or the current mission scope of USAFA is reduced to align with new budget realities, the BoV will request USAFA to report the evolving consequences of funding shortfalls at all future BoV meetings.

Lack of Diversity within the Cadet Wing

Diversity within the Cadet Wing continues to be a major concern for USAFA, as well as the BoV. In May 2006, the BoV was briefed on the lack of diversity of the Class of 2010. USAFA identified diversity as a key strategic initiative and formulated a comprehensive strategic plan to expand diversity of the Cadet Wing in order to better educate and train future officers who will lead a diverse and expeditionary force in service to our nation. The Academy broadly defined diversity in the plan to include, but not be limited to, racial, ethnic, and gender considerations; socio-economic and geographic factors; and capability in a strategic language or prior enlisted service. The strategic plan provides a compelling case for advocating diversity in the Cadet Wing; includes a roadmap to improve diversity outcomes; provides accountability measures for the Academy's senior leadership; and it identifies the human and financial assets needed to accomplish the plan's objectives.

A year later, at the May 2007 meeting of the BoV we were again briefed on the lack of diversity of the incoming Class of 2011. The BoV is very concerned about this trend. The BoV acknowledges that there are obstacles to success that are not under the control of USAFA, such as fierce competition with elite public and private universities, a shifting legal environment, and some Congressional members who refuse to provide nominations to high school students in their districts. Such obstacles notwithstanding, USAFA must make significant progress in diversity in its recruiting and admissions process. The BoV is concerned about the rate of progress in this area, especially in light of current trends in U.S. population demographics.

In early 2006, the Assistant Secretary of the Air Force for Manpower and Reserve Affairs chartered an integrated process team to review USAFA and its Preparatory School admissions processes for the purpose of seeking broader diversity within the Cadet Wing. The team was directed to produce specific, accountable recommendations to modify existing admissions processes to lawfully enhance the benefits of diversity in the Cadet Wing. Their March 2007 report made two forms of recommendations: ones that should be initiated upon approval from the Secretary of the Air Force and ones that should be forwarded to USAFA for detailed consideration by its leadership. While this report is still being staffed through appropriate

channels, the comprehensive report enumerated areas that will require serious attention and noted “ultimately, broad diversity will best be achieved through a firm commitment from top Air Force leadership, sufficient resources, and a fundamental shift to a new way of doing business.”

There is no doubt that significant improvements in diversity occur when senior civilian and military leaders are personally involved in establishing the importance of diversity, communicating a compelling message, eliminating roadblocks, providing sufficient resources, holding people accountable and regularly tracking results. At the next BoV meeting in July we intend to devote a substantial amount of time to the observations and recommendations of the March 2007 report.

USAFA Accreditation

Through information gathering discussions with the Dean and Vice Dean of the Faculty, the BoV has conducted an analysis of the history of USAFA accreditation and the development of the Academy’s course of comprehensive cadet instruction. USAFA has received accreditation from the North Central Association of Colleges and Schools every ten years since 1959. The next institutional accreditation review by the Higher Learning Commission will occur during the 2008-2009 academic year. An internal faculty led assessment is underway at USAFA in preparation for the upcoming accreditation. 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 academic, military and athletic course of instruction at USAFA is designed and organized to achieve certain “*USAFA Education Outcomes*” leading to the commission of leaders of character who embody the Air Force core values: leaders committed to societal, professional, and individual responsibilities; empowered by integrated intellectual and warrior skills; and grounded in essential knowledge of the profession of arms and the human & physical worlds. Current “*USAFA Education Outcomes*” and the Higher Learning Commission accreditation criteria serve as the framework for the Academy’s preparation for accreditation, involving all programs and aspects of USAFA. 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 satisfying accreditation requirements has been descriptive in nature. The new accreditation criteria for the 2008-2009 review will require demonstrating evidence of meeting educational objectives. Until the accreditation review is complete, the BoV will remain engaged with the USAFA Dean and Vice Dean of the Faculty on intervening factors that could impact the outcome of accreditation.

USAFA 21st Century Commission

While the external Higher Learning Commission accreditation review will focus on whether USAFA can demonstrate achieving its current education objectives, it will not address whether the “*USAFA Education Outcomes*” are designed to meet the future needs of 21st century Air Force officers. During the past 50 years, USAFA has conducted numerous internal reviews and revisions to the core curriculum. Notwithstanding periodic USAFA internal assessments and

accreditation reviews every ten years, the curriculum has remained largely unchanged since the Academy was founded. Not since the Stearns-Eisenhower Report in 1950 where the concept of the Air Force Academy was first studied has there been external advisory input on the alignment of the Academy's education objectives with meeting future needs of the operational Air Force. The Stearns-Eisenhower Service Academy Board, appointed originally in 1949 by James Forrestal, the nation's first Secretary of Defense, became the basis for the original USAFA curriculum and programs. While there are regular changes to the curriculum and content of instruction, the basic curriculum remains unchanged.

According to the June 2006 report "Air Force Road Map 2006 – 2025," there are two separate, but related transformations of the Air Force underway that will continue for the foreseeable future. The first is from an industrial age force to an information age force, where vast leaps in information technology in the areas of intelligence and surveillance, command and control, as well as precision kinetic and non-kinetic weapons, are dramatically reshaping warfare. The second ongoing transformation is from a Cold War to a post-Cold War force. The Air Force is preparing for new forms of terrorism, attacks on its space assets, information attacks on its networks, cruise and ballistic missile attacks on its forces and territory, and attacks from biological, radiological, or nuclear armed adversaries. Air Force leaders must also cope with the unique demands of peace operations, homeland security, urban operations, increasingly diverse populations, and low-intensity conflicts.

While respecting USAFA education traditions, assessing the ongoing transformation in the operational Air Force leads the BoV to consider recommending the formation of a "USAFA 21st Century Commission" composed of top-ranking Air Force officers, civilian military leaders, and distinguished experts in higher education. The Commission would provide external independent expert advisory input on whether the "USAFA Education Outcomes" will optimally prepare 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. The BoV contemplates a potential "USAFA 21st Century Commission" would coincide with preparation and planning for the 2009 accreditation review site visit. Thus, the BoV will develop a formal recommendation this year regarding the USAFA 21st Century Commission.

Changes to the Cadet Wing Honor Code

The BoV was briefed on the results of a cheating incident surrounding the Fourth Class knowledge test in February 2007. Cadet squadron, group, and wing honor representatives handled the cadet-initiated investigation with direct officer oversight. The BoV believes that the investigation and sanctions resulting from the incident were completed in a professional manner consistent with goals of the Cadet Honor System.

The BoV was also briefed on the results of the Honor System Review Panel commissioned by USAFA in the spring 2006 to consider ways to improve the Academy's culture of integrity. The panel was led by Major General (ret) Dylewski and was made up of officers from the Honor Division, a former Superintendent, a former Dean, as well as many current cadets. A Tiger Team composed of senior USAFA staff and cadets worked on implementing the

recommendations of the panel, and the proposed changes to the honor system were presented to and approved by the Cadet Wing with 77% of the cadets voting for approval. Based on the presentation and discussions with individual cadets by the BoV, the Board believes cadets feel ownership of the Cadet Wing Honor Code and that the changes to the system are warranted. How the new cadet leadership and the Cadet Wing view the changes and whether the changes will lead to more honorable behavior in the Cadet Wing will continue to be a central area of interest of the BoV.

Gender Relations and Cadet Wing Culture

On April 16, 2003, the President signed H.R. 15591, which in Title V §§ 501 - 503, established a seven-member congressionally mandated panel to review the actions of the Academy and Air Force in response to allegations of sexual misconduct. The Report of the Panel to Review Sexual Misconduct Allegations at the U.S. Air Force Academy (the Fowler Report) was released in September 2003. The BoV conducted a review of the Fowler Report focused on the implementation of its twenty-one recommendations. The purpose of this review was to provide contextual background for new Board members and to highlight the progress being made at USAFA in addressing sexual harassment and related misconduct allegations. The BoV commends the Air Force and the Academy for the significant progress made to date and identified some areas of continued oversight of the BoV in the area of gender relations. Specifically, the issue of eating disorders and associated weight issues, a nationally recognized problem among teenagers and young adults, has been identified by the Academy as an emerging challenge. The Academy is proactively addressing these and similar 'classic young adult' challenges through Cadet Wing programs, education and cadet-based support networks; and the BoV will continue to monitor the Academy's progress in addressing these issues.

Becoming the Air Force's Premier Institution for Developing Leaders

The vision of USAFA is to be the Air Force's premier institution for developing leaders of character. Character and leadership development are at the core of the Air Force Academy, and as such, must be fully coordinated and integrated across the entire Academy experience. The BoV commends the strong leadership of Lt. General John Regni who recently established an endowed Chair for Character and Leadership Development who will work under the immediate supervision of the Superintendent. The endowed Chair is privately funded by the Association of Graduates and will be responsible for setting the strategic focus and direction of the Academy with regard to character and leadership development; integrating character and leadership development instruction across the four-year Officer Development System; and developing national and international contacts with prominent critical thinkers on character and leadership development.

The BoV has challenged USAFA in its admissions process to not only assess a high school student's academic and athletic talents, but also to explore more effective ways to measure character and leadership potential among teenagers. If USAFA can find a reliable instrument to recruit men and women of superb character and leadership potential, then it will be much easier to fulfill its vision, and its mission "to educate, train and inspire men and women to become officers of character motivated to lead the USAF in service to our nation." USAFA will

soon meet with scientists from the Gallup Organization with more than forty years of experience researching and testing for character and leadership traits among diverse populations, with consistent results. The Gallup Organization scientists made a presentation to the Air Force in February 2007 and on June 26, 2007 they will follow up with a presentation at USAFA. A contract is being developed to assess, test, and validate the Gallup assessment tool to explore its potential use in Air Force accessions, and potentially for the USAFA admissions process. The BoV will be fully briefed on the progress of this project at our October 10, 2007 meeting in Washington, D.C.

Vacancies on the Board of Visitors

The BoV has experienced significant membership turnover since November 2006 due to expiring terms and a change in political leadership of Congress. In addition, two members resigned from the Board due to demands of new leadership positions in the Senate and in the House. As a result, the Board has five vacancies that must be filled. Because some of these positions have been vacant for over six months, I recently sent a letter to the appropriate nominating authorities requesting their support in filling the vacancies quickly. The current situation has created difficulties for the BoV in meeting quorum requirements and fulfilling its responsibilities, and your support for filling these vacancies on the BoV will be greatly appreciated. Prior to individuals being appointed they need to be clearly informed that attendance is mandatory and critical to the success of the BoV.

It is an honor to be part of this impressive Board and we look forward to working with you, senior Air Force leaders, and Lt. General Regni and his staff in carrying out our collective responsibility to the Air Force and the American people.



Charles P. Garcia
Chairman, USAFA Board of Visitors

cc:

Chairman, Committee on Armed Services of the Senate
Chairman, Committee on Armed Services of the House of Representatives
Secretary of the Air Force
Chief of Staff, US Air Force
Deputy Chief of Staff, Manpower and Personnel
Superintendent, US Air Force Academy
Members of US Air Force Academy Board of Visitors
Designated Federal Officer, US Air Force Academy Board of Visitors

Attachment:
Semi-Annual Report

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**USAFA BOARD OF VISITORS
MEMBERSHIP, COMPOSITION, AND TERMS
(Current as of 15 Jun 07)**

	Years on the Board	Term Expires
<u>APPOINTED BY THE PRESIDENT OF THE UNITED STATES*</u>		
Mr. Charles Garcia (USAFA '82) – Chair	2005-Present	2007
Dr. Gail Jaquish – Vice Chair	2006-Present	2008
Mrs. Nancy Kudla (USAFA '80)	2005-Present	2007
Mr. A.J. Scribante	2006-Present	2010
State Senator Jackie Winters (R-10, Oregon)	2006-Present	2008
Mr. H. Gary Morse	2007-Present	2010

APPOINTED BY THE VICE PRESIDENT OF THE UNITED STATES

US Senator Tim Johnson (D-SD)	2006-Present	Annually
VACANT		
VACANT		

APPOINTED BY THE SPEAKER OF THE HOUSE OF REPRESENTATIVES

Mr. Terry Isaacson	2006-Present	Annually
VACANT		
VACANT		
VACANT		

APPOINTED BY THE CHAIRMAN, SENATE ARMED SERVICES COMMITTEE

US Senator Wayne Allard (R-CO)	1999-Present	Annually
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APPOINTED BY THE CHAIRMAN, HOUSE ARMED SERVICES COMMITTEE

US Representative Mark Udall (D-CO)	2007-Present	Annually
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* Presidential appointees serve for three years, however, per Title 10, they continue to serve on the board until replaced.

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, 16 November 2006

**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 0830 on November 16th, 2006 at the Rayburn House Office Building in Washington, D.C.

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 Mark Pryor (D-AR)
US Senator Tim Johnson (D-SD)
US Representative Joel Hefley (R-CO)
Mr. Robert K. Dornan
General (ret) HT Johnson
Ms. Nancy R. Kudla
Mr. A.J. Scribante
Dr. Gail Jaquish

MEMBERS ABSENT:

State Senator Jackie Winters (R-10, Oregon)
US Representative Carolyn C. Kilpatrick (D-MI)
US Representative Kay Granger (R-TX)

AIR FORCE SENIOR STAFF:

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
Mr. Joseph McDade, Deputy Director, Airman Development and Sustainment

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
Mr. Johnny Whitaker, Director of Strategic Communications

USAFA ASSOCIATION OF GRADUATES (AOG):

Col (ret) Jim Shaw

BoV EXECUTIVE SECRETARY:

Col Paul Price (AF/A1DO)

OPENING COMMENTS

The Chairman, Dr. Aviles, began the meeting at 0830 on 16 November 2006. Chairman Aviles welcomed the attendees and opened the floor to General John Corley, the Vice Chief of Staff of the Air Force to address the board. Gen Corley welcomed everyone and reinforced the importance of the USAFA and the board and thanked everyone on behalf of himself and the Chief of Staff of the Air Force, General Moseley, for their continued contribution to the BoV and the USAFA. Dr. Aviles introduced each of the BoV members attending and Lt Gen Regni introduced his staff as well. Dr. Aviles then recognized Congressman Joel Hefley for his dedicated service to the BoV since 1987 since this was to be his last BoV meeting. He was presented the Air Force Distinguished Public Service Award by Gen Corley, and he received additional gifts from the USAFA staff.

Dr. Aviles then presented an overview of the agenda. He mentioned the Pentagon orientation from the previous day, and noted that copies of the Headquarters Oversight Structure and Subcommittee Support briefing from the previous day had been provided. The Subcommittee Support briefing spelled out improved communication flow and explained a new internet tool initiative intended to improve communication flow between official meetings.

OLD BUSINESS

Minutes of the 28 July 2006 Meeting. Dr. Aviles requested a motion that the minutes for the meeting of 28 July 2006 be approved as presented. The motion was presented, seconded and passed unanimously.

NEW BUSINESS

Superintendent's USAFA Update: Gen Regni provided an update of the cadet leadership and freshman class. He also discussed how USAFA infuses relevant and current training into a cadet's four-year Academy experience via live video teleconferencing. USAFA had recently conducted its third live video teleconference with the Central Command Area of Operations (AOR) by communicating with Bagram Air Base in Afghanistan. The entire Cadet Wing interacted with lieutenants and captains conducting close air support to ground forces, strike missions against Taliban forces, aircraft maintenance, security of personnel and assets, and much more.

Gen Regni continued his update with several issues. Since the last Board of Visitors meeting, USAFA made major strides constructing a strategic plan for diversity. They hired Col Mike Flores, a new individual mobilization augmentee to the Commander who is also a Spanish-speaking USAFA graduate. He oversaw the plan's development and draft, which is now complete. The goal of the plan is to expand diversity of the Air Force Cadet Wing in order to better educate and train future officers who will lead a diverse and expeditionary force in service to our nation. They have broadly defined diversity in the plan to include, but not be limited to, racial, ethnic, and gender considerations. It also defined to take into account socio-economic and geographic factors. Capability in a strategic language or prior enlisted service is also considered within the diversity construct.

The plan has three sections. The first section includes the Academy's diversity philosophy and starts with messages from the Office of the Deputy for Strategic Diversity and the Secretary of the Air Force. It provides a compelling case for advocating diversity in the Cadet Wing. The Action Plan is described in Section Two and includes the roadmap and methods to improve USAFA's diversity outcomes. It provides the technical plan by listing focus areas and objectives with metrics that can be monitored by the Academy's senior leadership on a regular basis. The third section covers the resourcing of the plan and identifies the human and financial assets needed to accomplish the Action Plan objectives. Gen Regni plans to send

it to the Air Staff for review before it is published and he welcomed review of the draft by the BoV Subcommittee on Admissions and Graduation.

Gen Regni then addressed improvements in the area of religious respect. The USAFA staff continues to stress respect for human dignity to the Cadet Wing and to permanent party personnel. One dimension of that is respect for one's religion or no religion. Specific command actions to address religious accommodation in the Cadet Wing span five areas: worship, Holy Days, immunizations, dietary practices, and dress and apparel. They've all been incorporated into the Air Force Cadet Wing Sight Picture which is the manual directing standards of conduct for the Cadet Wing. The Academy has also implemented a standing scheduling committee action approval for the several minority faiths whose worship periods are on Friday and Saturday. They are now treated the same with their Schedule of Calls as those who worship on Sunday. The Cadet Interfaith Council -- created by USAFA -- has matured and now includes standing members of various faiths, religions and belief systems. The dining hall provides pre-dawn meals and specially-procured meats to accommodate different religious traditions. The improvement efforts -- begun by General Rosa and assisted by the Air Staff -- have now taken positive effect. USAFA continues to educate, train and stress the importance of this area--it is something they will continue to do until it is fully ingrained in the culture of the Cadet Wing.

The third area the Superintendent discussed was Honor. USAFA commissioned an Honor Review Panel in the spring of 2006 to consider ways to improve the Academy's culture of integrity. The panel is made up of officers from the Honor Division, a former Superintendent, a former Dean, as well as many current cadets. They have proposed several comprehensive refinements to the current Honor System and are now in the process of reviewing all of associated Honor training and education programs. They are going to expand the audience to include the Cadet Wing leadership in the near future and eventually communicate the proposal to the entire cadet population. This will eventually lead to a vote within the Cadet Wing for adoption of changes to the Honor System.

Gen Regni noted the interest of the BoV Subcommittee on Admissions and Graduation and their desire to dig deeper into assessing the leadership potential of USAFA's cadet candidates. He thanked the subcommittee and for their interest in exploring of more effective ways to measure leadership potential among teenagers.

The Superintendent transitioned to issues related to the Air Force Academy Athletic Association (AFAAA). He reminded the Board of Dr. Hans Mueh's briefing during the July meeting on a proposal to create an alternative operating structure for the AFAAA. A proposal was developed by USAFA and forwarded for Air Staff review. With the involvement of Mr. McDade and a working group he created, the proposal generated considerable interest. The working group was reviewing USAFA's requirements and recommendations and looking at several alternative organizations that might fulfill those requirements.

Gen Regni closed with some "good news" updates. USAFA has several cadets competing successfully for elite national scholarships. The Superintendent also mentioned that Mr. Lou Sagustume posted his 300th win as the men's soccer coach at the Academy. He's only the 25th coach in NCAA Division I history to reach the 300-win plateau in soccer. Gen Regni announced that Mr. Sagustume will be retiring later this year. He ended his remarks by listing other awards and accomplishments in cadet athletics programs.

Dr. Aviles then opened the floor for questions. Mr. Garcia asked Gen Regni about the metrics used to assess character development. Gen Regni noted that Gen Desjardins would be presenting some of the current metrics later in the meeting. There was discussion regarding the future of metrics and Air Staff oversight of USAFA metrics. Gen Regni highlighted that metrics development is still underway and that there would be more news throughout the year. He also relayed that the USAFA Preparatory School is reviewing and revising their metrics as well.

Congressman Hefley asked about the religious tolerance situation. He wanted to know if Muslim students had taken advantage of the accommodations USAFA provided. Gen

Regni replied that they certainly had. Congressman Hefley added, "Are you providing similar accommodations for Christian students? In other words, say you've got a cadet that's a Seventh Day Adventist. Do you make accommodations for him to worship on Saturday and special dietary needs and that kind of thing?" Gen Regni said, "Yes sir, we have and it's working very well."

Ms. Kudla asked for an update on the status of the Vice Superintendent position. Gen Regni said USAFA still has the Vice Superintendent position but it would revert to a full colonel authorization as of December 7, the way it has historically been at the Academy. Col Paul Ackerman, who previously commanded the 306th Flying Training Group at the USAFA airfield, will assume the Vice Superintendent's position. Ms. Kudla expressed concern that the BoV gets great updates on new information and programs, but doesn't get the same degree of information when USAFA stops or changes their programs. She added that it gives her "a false sense of security" regarding actions briefed earlier to the Board. They continue to assume that briefed issues or programs remain in place. Regarding the change, Gen Regni explained that the position was downgraded back to a colonel position was because it was always considered a temporary upgrade necessary to assist Superintendent during the major transition phase of culture change at USAFA. He stated they are now in a phase of executing and implementing the strategic focus which was set by Maj Gen Halter (previous Vice Superintendent). Additionally, the AF has cut the authorized number of General Officers so there are fewer available now to fill temporary roles such as this one.

Dean of the Faculty Update: Gen Dana Born gave an update on academics. She focused on positive news stories and gave a sense of how USAFA's academic program is reaching for a "limitless horizon." She outlined many exceptional programs at USAFA that are nationally ranked. She summarized her update with the following comment. "In order for us to have limitless horizons, we must be focusing on the 21st Century in terms of the best educational practices, aligning ourselves with the higher education institutions, as well as ensuring we're meeting the expectations of our accreditors as well as staying aligned with Sparta world, with our Air Force, with the global visions and the long-term lens that our Air Force has, we have to ensure that right now for those leaders we have, we're giving the right learning skills. The Air Force has to ensure -- and we must ensure air, space, and cyberspace dominance. Our priorities are aligned with higher education and the Air Force to do that. We can see the new theme areas and the way we've organized our learning focus curriculum is very much in line with winning the global war on terror; developing and caring for our Airmen and maintaining; modernizing and re-capitalizing our base systems. We will remain the dominant air, space, and cyberspace force in the world."

Association of Graduates (AOG) Update: Mr. Jim Shaw, President of the AOG, began his briefing by thanking Charles Garcia for his service to the AOG. Mr. Garcia recently resigned from the AOG Board to eliminate any potential for conflict of interest with his BoV duties. He briefed that the AOG is still working towards their \$100 million fundraising goal in their Capital Campaign, and he discussed the status of many new and ongoing projects. The Memorial Pavilion is moving along on schedule. He specifically noted the "locator building" part of the project which will tell people where each graduate is interred and provide a biographic history of each one. He also mentioned plans for other projects that are proceeding normally such as a Heritage Trail, an Admissions Welcome Center, and a Mall of Heroes between the academic building and the dormitory. To close, he said the AOG is still working on a positive movie idea based on the Academy, and he talked about the creation of the new "Zoomie Nation" website. On the website, the AOG started the "Zoomie News"--an electronic newsletter which highlights what is happening at the Academy on a biweekly basis.

Secretary of the Air Force General Counsel Federal Advisory Committee Act Brief. Mr. Dave Thomas presented a briefing on the operating guidelines for the Board of Visitors as a Federal Advisory Committee and highlighted how those guidelines may or may not impact the new BoV subcommittees. The established statute for the BoV is found in 10 U.S.C. He also described three additional statutes--the Federal Advisory Committee Act, the Government in the Sunshine Act, and the Freedom of Information Act. Each of these statutes was established to ensure openness in terms of public access, public awareness of the operations of the Executive Branch of the Government, and access to the operations and information generated by the government. He lauded the fact that the BoV has a very limited number of closed sessions during its periodic meetings and described it as "testimony to the openness that the BoV has tried to maintain." He talked about financial disclosure requirements for members, and he described how a BoV appointment places members in Special Government Employee status even though they are unsalaried positions. The regulations that implement the Federal Advisory Committee Act require the Secretary to ensure that members have no interests or affiliations that might impact or impair their independent judgment and their provision of independent advice and recommendations as a member of the BoV. He also described the requirement for a Designated Federal Officer to be present during all BoV meetings including those for subcommittees. Subcommittee meetings, however, are not required to be open to the public. The Freedom of Information Act requires that documents provided as part of the Board of Visitors need to be made available for the public. Documents developed as a subcommittee would only fall within this requirement if they are presented to the committee as a whole. The subcommittee process allows the Board to focus using a small group in greater detail on the issues. Other than the DFO requirement, Federal Rules and Regulations for openness do not apply to subcommittees that in turn, report their findings and recommendations through the parent advisory committee.

Schedule of Future Meetings in 2007:

Proposed dates and locations are: 8 February 2007 in Washington, D.C.; 27-28 April at the Academy; 13-14 July or 27-29 July at the Academy; and 18 or 25 October in Washington, D.C. The next meeting of the BoV will be 8 February 2007 in Washington, D.C.

Subcommittee Updates:

Ms. Nancy Kudla of the Admissions and Graduations Subcommittee drafted their initial subcommittee charter and goals and previewed their plan for the rest of 2006 through 2007. They are planning to focus on two key areas relative to Admissions. They plan to conduct a thorough review of the Admissions Program and make recommendations to the Board that are appropriate for improvement of the overall process or to address specific issues or concerns. They also plan to review how the admissions process evaluates and considers character and leadership as part of the admissions and application scoring process.

General (ret) HT Johnson of the Character and Leadership Subcommittee briefed that they had a phone conference with their Academy point of contact. They talked about ways their subcommittee and the full BoV can better interact with cadets. They identified four different groups of cadets they would like to meet with in small group forums. The four groups were class presidents, Personal Ethics and Education Representatives, Honor officers or Honor Board members, and the Cadet Interfaith Council members.

Dr. Gail Jaquish of the Academics and Course of Instruction Subcommittee outlined the question that they had been discussing. In a historical sense, she asked if it would be beneficial to have some kind of external review conducted, now that USAFA is coming up on the 50th anniversary of the first graduating class of the Academy and in light of the fact that there is an accreditation process that will be taking place in 2009. She suggested that an external check of curriculum and course of instruction might help project the "changing needs of

prerequisite skills that young officers will need to face in the future.” In discussing this issue, they have been researching what has been done historically and what the other service academies are doing by way of external reviews.

Dr. Aviles passed on his conversation with State Senator Jackie Winters and relayed that her subcommittee on Infrastructure and Resources had limited opportunity to discuss their issues, and that they had nothing to report at the time.

Open Business:

Dr. Aviles then introduced the open discussion portion of the meeting. He asked if any member of the Board had additional issues or questions to present, and there were none. Dr. Aviles then introduced Dr. Craig Bash, an Academy graduate and interested member of the public who submitted a request to address the Board. Dr. Aviles referenced Section VI of the Bylaws labeled “Participation of the Public,” which provides guidelines for members of the public attending open meetings and briefing of the Board. The Chairman explained that Dr. Bash had previously indicated his concerns about admission of applicants through the Children of Deceased or Disabled Veterans (CODDV) category of appointments. The Chairman then granted Dr. Bash five minutes and reminded him that the Board does not exist to address the specific grievances of individual cases, but instead the BoV provides guidance and advice to the Air Force leadership about the proper function of the Academy.

Dr. Bash began describing several issues including hospital manning and anecdotes from graduates that he has taught in his civilian life. After several minutes, Dr. Aviles interrupted him and asked if he were going to discuss his CODDV issue. Dr. Bash said he was a member of the interested public and thought the Board would want to know what he thought about a number of issues. Dr. Aviles reminded him that he had been invited to discuss the CODDV issue and asked if he had anything to present regarding it. Dr. Bash appeared frustrated by the question and responded that he did not have anything further.

Dr. Aviles then announced that the Board would recess for lunch and reconvene in closed session at 1:00 PM. He also noted that they planned to return to an open session at the end of the meeting in order to conduct the annual election of the Chairman and Vice Chairman in accordance with the bylaws.

At 1415, Dr. Aviles re-opened the meeting to the public and requested a motion to conduct the annual elections. The motion was given, seconded, and passed by unanimous vote. Mr. Charles Garcia was then nominated and seconded for the chairmanship. BoV members voted by a show of hands, and Mr. Garcia gained the unanimous selection. Dr. Gail Jaquish was then nominated and seconded as the Vice Chairman, and she was also unanimously selected.

In closing comments, Mr. Goodwin thanked the members for an outstanding year. He also re-iterated the dedication of the Air Force to all statutory requirements for openness and oversight found in United States Code. Through his role as DFO, he emphasized that he would review the Board’s procedures for public access and make recommendations for improved notification and review if appropriate.

Dr. Aviles declared the end of the meeting at 1420.

SUMMARY OF MOTIONS

- The motion was made, seconded and passed unanimously to accept the minutes of the 28 July 2006 USAFA BoV meeting as presented.
- The motion was made, seconded and passed unanimously to conduct annual elections in accordance with the BoV bylaws.
- Mr. Charles Garcia was nominated, seconded and selected unanimously as the succeeding Board of Visitors Chairman effective immediately.

- Dr. Gail Jaquish was nominated, seconded and selected unanimously as the succeeding Board of Visitors Vice Chairman effective immediately.

SUMMARY OF FOLLOW-ON ACTIONS

- Review of public access rules of engagement.

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

PAUL A. PRICE, Col, USAF
Executive Secretary

APPROVED:

// signed, cpg, 12 Feb 07 //
CHARLES P. GARCIA
Chairman, USAF Academy Board of Visitors

APPENDIX 2: Minutes of the Telecon Meeting of the USAFA BoV, 8 February 2007

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

The chairman opened the teleconference meeting of the USAFA Board of Visitors at 1200 on Thursday, 8 February 2006.

MEMBER ATTENDANCE

MEMBERS PARTICIPATING:

Mr. Charles Garcia (Chair)
Dr. Gail Jaquish (Vice Chair)
US Senator Wayne Allard (R-CO)
US Senator Larry Craig (R-ID)
Mr. Robert Dornan
Mr. Terry Isaacson
Ms Nancy Kudla
Mr. A.J. Scribante
Dr. Dionel Aviles

MEMBERS ABSENT:

US Senator Mark Pryor (D-AR)
US Senator Tim Johnson (D-SD)
OR State Senator Jackie Winters (R-OR)
US Representative Kay Granger (R-TX)
US Representative Carolyn Kilpatrick (D-MI) - resigned from board
US Representative (ret) Joel Hefley - retired from public service

OTHERS PARTICIPATING (Non-voting):

Ms Jody Bennett - representing US Senator Tim Johnson (D-SD)
US Representative Mark Udall (D-CO) (Pending BoV appointment in Congressional Record)
Ms Marisa Sturza – representing US Representative Loretta Sanchez (D-CA) (Pending BoV appointment in Congressional Record)

AIR FORCE SENIOR STAFF:

Mr. Robert Goodwin, Deputy Assistant Secretary (Force Management Integration) and USAFA BoV Designated Federal Officer
Brig Gen Robert Allardice, Director, Airman Development and Sustainment

USAFA SENIOR STAFF:

Lt Gen John Regni, Superintendent
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

INVITED GUESTS:

Dr. Rachel Lipare, Researcher, Defense Manpower Data Center

Mr. Paul Cook, Research Assistant, Defense Manpower Data Center

BoV EXECUTIVE SECRETARY:

Col Paul Price (AF/A1DO)

OPENING COMMENTS

The BoV Chair, Mr. Garcia, welcomed the participants, the members of the press and USAF senior leaders before recognizing the BoV's newest member, Mr. Terry Isaacson. Mr. Garcia highlighted how Mr. Isaacson's experiences at USAFA, in the operational Air Force, and in civilian higher education would enhance the Board's capabilities. He then yielded the phone to Mr. Isaacson who relayed that he had been sworn in by the Under Secretary of the Air Force, Dr. Ronald Sega, earlier in the day and that he was humbled and honored to be named a member of the Board. Mr. Garcia added that several new members are pending formal approval and that departing members would be recognized for their service at a future meeting.

Mr. Garcia asked if everyone had received the appropriate read-aheads, specifically noting the Academics and Course of Instruction Subcommittee Update and the Admissions and Graduation Subcommittee Update. He emphasized that Board membership is not an honorific position. The Board, he said, "is a steward of public policy and has an important obligation and duty." He explained that this meeting had transitioned from a face-to-face session to being a teleconference due to the multiple member appointment issues that remain undetermined and the unavailability of USAF senior leadership. Adding to that, he said the Board will still plan to have four face-to-face meetings in 2007. Mr. Garcia then presented an overview of the agenda. In keeping with "Sunshine Act" requirements, he said that the public was given notice of the change through the Federal Register and provided information on how to access the teleconference room.

OLD BUSINESS

Since the teleconference was limited to two hours, old business was not discussed. (Note: Draft minutes of the 15-16 November 2006 Meeting were sent to members on 2 February 2007 for electronic review, comments, and ratification.)

NEW BUSINESS

Superintendent's USAFA Update:

Lt Gen John Regni opened his comments with an overall description of the applicant pool for the incoming Class of 2011. He stated over 9,000 qualified applicants had applied for the entering class of approximately 1,300 cadets. The Class of 2011 is expected to include 19 international cadets which should bring USAFA up to its statutory limit of 60 international cadets across four classes. Gen Regni noted that the quality of the candidate pool is very strong while pointing out that two candidates achieved perfect scores on the Scholastic Aptitude Test. Gen Regni emphasized the Academy's goal in admissions and recruiting is to have incoming classes reflect diversity across lines of race, gender, ethnicity, geography, socioeconomic status, strategic language ability, and prior enlisted status. He also said fitness scores and language abilities are now being used as weighted factors in the admissions process.

Next, the Superintendent mentioned that USAFA's Center for Character Development will be hosting the National Character and Leadership Symposium (NCLS) from 22-24 February 2007. The theme for this year's symposium is "All Created Equal - Human Dignity and Respect." More than 150 visiting undergraduate students are expected to participate in the 3-day event, and there will be speakers representing federal, state, and county government. Gen Regni said U.S. Attorney General, Mr. Alberto Gonzales, will be the NCLS keynote speaker. He also mentioned that Army Lt Gen Russell Honore -- best known for his leadership during the

aftermath of Hurricane Katrina -- will be a featured speaker. Gen Regni extended a personal invitation to all BoV members to attend this year's symposium.

Gen Regni then expressed disappointment over an honor situation involving 28 cadets that he reported to the media on 7 February 2007. The alleged honor violations involved cheating on a weekly military knowledge test. Gen Regni said that a fourthclass cadet came forward and reported a suspicion of cheating. According to Gen Regni, as of 7 February, 19 cadets had admitted to cheating, and the remaining 9 cases were in various stages of investigation. He noted that the situation was strikingly similar to a cheating scandal in 2004, in which 69 cadets were implicated and 26 cadets eventually were separated due to cheating on similar military knowledge tests. As an initial response to the situation, Gen Regni addressed the entire cadet wing along with the Academy's military trainers, coaches, and 400 members of the faculty. The address was described as a 20-minute "father-son" talk. He said the cadet wing was fully engaged and Cadet Josh Graham (Cadet Wing Commander) will lead a wing-wide recovery effort focused on "personal introspection and reflection" about what the Academy needs to be about. Gen Regni emphasized that honor remained very important to the institution and that the incident "cuts at the core of our Academy." In closing the topic, he noted that the investigations and sanctions resulting from the incident will be completed exactly like any other honor investigations at the Academy.

Dean of the Faculty Update:

Lt Gen Regni yielded the phone to Brig Gen Dana Born, USAFA's Dean of the Faculty. Gen Born opened her update by lauding a scholarship "trifecta" for the Class of 2007. Among the graduating class, there will be a Rhodes Scholar, a Marshall Scholar, and a Truman Scholar. In addition, one of the Academy's Marshall Scholar nominees is also interviewing for the Gates Scholarship. If selected, it would put four graduates into the most highly prestigious programs at Oxford University. Gen Born next described upcoming academic events. She first referenced the Academy Assembly, which USAFA has hosted since 1959. The topic for this year's Academy Assembly is "South America: Challenges and Opportunities for Prosperity" and will focus on trade and hemispheric issues. She also noted the 46th Annual Academy Forensics Classic in which 5 of the top 10 collegiate teams in the country will compete in parliamentary debate. In March 2007, there will be a curriculum meeting to ensure the Academy's academic curriculum is postured so that the entering Class of 2011 will meet the new USAFA Outcomes. Gen Born also informed the Board that her team is conducting self-assessments in preparation for an accreditation visit in 2008 that will evaluate USAFA's engineering and computer sciences programs. This will help the Academy prepare for its major accreditation visit by the Higher Learning Commission of the North Central Association of Colleges and Schools which is scheduled for April 2009. The Dean closed her update by saying she had no major concerns regarding the accreditation visits, but that she and her team are using the accreditation process to further improve on internal issues and processes.

Director of Athletics Update:

Dr. Hans Mueh, Director of Athletics, continued the update by highlighting numerous intercollegiate and athletic accomplishments of the Air Force Academy. The Men's Basketball team is still in the Top 20 in the nation with a 20-4 overall record and a 7-3 record in the Mountain West Conference. Dr. Mueh said the new Falcon football coaching staff is fully in place and that recruiting is going well. At USAFA, women currently represent 31.5% of all intercollegiate athletes (compared to 18.3% nationally), making USAFA #1 in the nation for female athletic opportunity. A Falcon hockey player is leading the nation in assists and is a top candidate for the highest individual intercollegiate hockey award. Dr. Mueh added that Lt Dana Pounds, a 2006 USAFA graduate and track and field standout, was voted Colorado Sportswoman of the Year. Lt Pounds is currently assigned to the World-Class Athlete Program.

Dr. Mueh concluded his update by giving an overall status of Athletic Probation. He said 163 cadets are on Athletic Probation and the reconditioning (RECONDO) program continues to help cadets improve their Physical Fitness Test (PFT) scores by 26 percent. He highlighted that 100% of the Class of 2006 passed the PFT of which 62% scored excellent.

Commandant of Cadets Update:

Col David Larivee presented the Commandant's Update. He described USAFA's Recognition program as a seminal event that culminates with fourthclass cadets being awarded Prop and Wings. Col Larivee said the 40-squadron countdown to Recognition is underway. He then informed the board that the "Pinnacle" cadet training exercise will be renamed the Cadet Unit Compliance Inspection (UCI). It will assess how well the Cadet Wing executes its accountability, conducts key mobility training prerequisites, and accomplishes the cadet mission. Col Larivee emphasized that it is intended to be cadet-planned and cadet-executed to reinforce leadership development principles.

Col Larivee introduced the last USAFA speaker, Col Gail Colvin. Col Colvin described how some cadets will be hosting an upcoming regional conference to highlight their Personal Ethics Education Representatives (PEER). She then provided information on the PEER program. At the present time, 103 cadets (2 to 3 per cadet squadron) have been trained and certified to perform PEER duties. She said the cadet PEERs assist other cadets in dealing with relationship problems or concerns, finances, stress, or suicidal thoughts.

Before opening up the teleconference to the BoV members for USAFA-specific questions, Gen Regni informed the board of his upcoming schedule, some manning concerns, and funding issues. He will provide a "State of the Academy" briefing at next week's CORONA conference which will focus on honor, sexual assault, and religious tolerance. He mentioned concerns regarding manning of Academy positions with experienced faculty, especially in the Dean of Faculty and Athletic Departments. Gen Regni also highlighted how the Air Force Corporate Structure will be reviewing funding shortfalls experienced by USAFA recently, and he specifically noted greater costs due to increased anti-terrorism security concerns for Athletic Department public-access sports events. Gen Regni added that more money is being devoted to increasing cadets' language skills and capabilities including the addition of 17 new foreign language instructors to the faculty.

Gen Regni fielded questions regarding specific funding shortfalls and member concerns over changing Air Force rules for personnel moves. Although he described USAFA's resources situation as "red," he added that he was working all issues through the Air Force Corporate Structure and did not foresee any negative impacts yet. Manning changes such as force shaping, voluntary separation and reduction-in-force initiatives are beginning to have negative impacts at USAFA. However, he assured the Board that every cadet squadron will have a commanding officer and every teaching position will have an instructor despite this.

Mr. Dornan and Ms Kudla inquired about the current honor situation. Gen Regni responded that USAFA continues to be upfront with the cadets, the media, and the public at large. Gen Regni said he wants everyone to know what happened and what is currently being done to address the problem and to prevent its reoccurrence. To that end, he has disclosed all permissible information to the media while expressing hope that coverage would continue to be positive and balanced. He said the investigations began like most cases. A cadet reported an alleged violation through his or her cadet chain of command. From there, it was handled by the squadron, group, and wing cadet honor representatives with direct officer oversight.

Ms Kudla asked if the incident may suggest a larger problem since these cadets were willing to cheat on something as minor as a weekly knowledge test. Gen Regni said cheating, big or small, is always a major concern. He reminded the board that the Academy recruits from the general population and that, according to a recent national survey of high school graduates,

80% of high school students cheated, 40% admitted to stealing, and 39% said they have lied to get ahead. Gen Regni said USAFA's approach to developing leaders of character is to begin the honor education and training process from the first day of Basic Cadet Training (BCT). Eight distinct honor lessons are taught during BCT to build and strengthen cadets' honor and integrity. Senior leadership plays an active role in these lessons.

Dr. Jaquish commented on a recent article by Mr. Tom Roeder that discussed instant-messaging. Dr. Jaquish asked if the Academy is looking at instant-messaging and other forms of information technology and their impact on character development. Gen Regni said that the Academy is actively investigating the impact of technology and its implications on integrity.

Ms Kudla asked Dr. Mueh for an update on the Air Force Academy Athletic Association's Non-Profit Organization (NPO) proposal. Dr. Mueh explained that the Air Force Financial Management Center of Expertise, headquartered in Denver, is currently performing a business case analysis of the proposal which is scheduled to be complete at the end of March 2007.

Next, Ms Kudla asked USAFA to give an update on infrastructure. Gen Regni described significant infrastructure improvements needed for Mitchell Hall, the cadet dining facility. He said LEAN reviews are being utilized for Mitchell Hall staff functions and operations. Also, the 10-year "Fix USAFA" initiative includes repair and refurbishment of the Cadet Gymnasium, Vandenberg Hall, and the Cadet Chapel. Gen Regni said the overall cost of the project will be \$30-40 million and that USAFA is seeking funding on a year-to-year basis.

Dr. Jaquish asked about the timing of future cadet climate surveys. Gen Regni agreed that future surveys should be administered so that the survey results come out when the cadets are at the Academy, not when they are away for the summer or on break. The next cadet climate survey will be administered in October 2007, and then in 2009, and every two years after that. The group discussion then focused on the number of other surveys, such as sexual assault and gender relations, that cadets are requested to participate in. Gen Regni stressed his concern that cadets are being over surveyed based on the feedback he has received from cadets. Senator Allard asked about the source of the survey requirements and suggested that DoD and USAFA plan to minimize the problem by careful scheduling and synchronization. Dr. Jaquish emphasized the need to hold off-year focus groups for cadet climate issues in addition to the required gender relations focus groups in order to stay up-to-date in those areas as well.

Mr. Garcia returned to the honor issue saying that it's a positive sign that cadets are not covering up or tolerating honor infractions. He requested an honor update be included in the agenda for the May Board meeting. Gen Regni added that there were significantly fewer honor cases in 2006 compared to 2005. Even with the current cases added, the 2007 total is 69 cases (as of 8 Feb), so the improvement is continuing. Gen Regni said that they are also seeing an increase in cases reported by other cadets rather than permanent party members.

Mr. Garcia asked Gen Regni, "What issues or concerns keep you up at night?" Gen Regni highlighted three items: honor, sexual assault, and religious intolerance. Although the Air Force Academy is seen as leading the nation when it comes to sexual assault awareness and prevention, he said this is still an area that causes him concern. Regarding religious intolerance, Gen Regni said that in the 15 months he's been leading the Academy, there have been only four instances of religious intolerance. He noted the work of the Cadet Interfaith Council in elevating intolerance issues and how USAFA is being proactive to accommodate the religious needs of cadets of various belief systems. Gen Regni said USAFA is working to improve accommodation for cadets of Islamic faith at the USAFA Preparatory School.

The Superintendent added that cadet safety is his other area of concern. He described it as a personal "loco parentis" issue for USAFA's staff, since cadet parents entrust Academy leaders to take care of their sons and daughters. Gen Regni stated this obligation is all the more important because cadets participate in aviation and other Air Force-approved high-risk programs. He mentioned the importance of conducting all activities using an Operational Risk

Management mindset, and he highlighted the current Air Force-level “strategic pause” in place for all Air Force obstacle and confidence courses.

Defense Manpower Data Center (DMDC) 2006 Gender Relations Survey Briefing:

Next, Mr. Garcia introduced Dr. Rachel Lipari who presented the results of the Service Academy 2006 Gender Relations Survey. Dr. Lipari opened her briefing with an explanation of methodology, and said that the survey results represent a “good news” story overall. She said the final report clearly suggests the Air Force Academy has made significant progress in the area of gender relations. Dr. Lipari explained that the survey used the term “unwanted sexual contact” for the first time which is a broader term than sexual assault or unwanted touching. Of the 1,625 male USAFA survey respondents, only 40 reported experiencing unwanted sexual contact. For USAFA women, 70 (9.5% of the 735 surveyed) reported that they had experienced unwanted sexual contact since June 2005. Dr. Lipari then cautioned the board that “unwanted sexual contact” is an underreported category that is most frequently resolved at the individual level. She briefed a portion of her slides then summarized the report’s main findings. Based on the survey results, Dr. Lipari said the Air Force Academy is doing well especially when compared to the larger civilian population of college-age students. She specifically remarked that students at service academies had experienced lower rates of unwanted sexual contact, sexual harassment, and stalking than their civilian counterparts. She concluded her presentation, and then opened the floor to questions.

Gen Regni commented that it is good to hear cadets are doing better than their civilian counterparts. However, he emphasized that cadets are rightfully held to a higher standard of personal conduct and behavior and that there is still room for improvement. Mr. Scribante asked what USAFA does with the results, and Col Colvin responded that survey results are used extensively throughout the year and shared with cadets and permanent party directly. Gen Regni reemphasized that he would prefer to time the release of results while cadets are attending classes instead of during their holiday leave period.

Subcommittee Updates:

Mr. Garcia provided an update of recent changes to the Board subcommittees. He explained that State Senator Winters had stepped down as chair of the Infrastructure and Resources Subcommittee and that Ms. Kudla will now be the chair. Mr. Scribante will take over as chair of the Admissions and Graduation Subcommittee, and Dr. Jaquish remains as chair for the Academic and Course of Instruction Subcommittee. Mr. Garcia also said he is soliciting a volunteer to serve as the Character and Leadership Subcommittee chair.

Ms. Kudla gave an update as the departing chair of the Admissions and Graduation Subcommittee. She asked the Board to review their report (provided electronically) and laid out her top concerns as two questions for discussion. Ms Kudla questioned whether the Academy is sufficiently prepared, resourced, and postured to compete effectively with top tier universities for high-caliber diverse candidates. Next, she asked if the current diversity within the cadet wing and the resulting pool of active duty graduates are more likely or less likely to reflect our national diversity. Ms Kudla said there are several areas of interest that her subcommittee believes require more study and that they will continue to look into. In closing her update, she asked if the Academy tracks individuals after graduation. Gen Regni responded that this is not being done by USAFA, but that the Air Force maintains data on all members related to source of commissioning. Ms. Kudla expressed that tracking of graduates is an area that the Air Force and USAFA should pursue.

Dr. Jaquish, chair of the Academic and Course of Instruction Subcommittee, referred the Board to the summary of an informal teleconference with senior members of the Dean of the Faculty. Dr. Jaquish said a primary concern is the uncharacteristically high percentage of cadets who are academically deficient. Currently, 10% of the cadet wing is academically

deficient. Historically, the rate is around 6%. While stating the new class is “no different than previous years,” Dr. Jaquish mentioned that one possible factor impacting performance is the proliferation of “electronic distractions.” Today’s cadets have readily available access to a wide range of electronic devices which may detract from time traditionally spent studying. One member asked to be kept informed whenever deficiency rates exceed historical norms.

Gen Regni informed the Board that hiring and retaining uniformed Ph.D. faculty is an ongoing concern. Currently, military faculty holding doctorate degrees make up 6-7% of the overall faculty. Optimally, USAFA desires uniformed Ph.D. faculty to constitute 15% of the faculty.

The work and activities of the Infrastructure and Resources Subcommittee and the Character and Leadership Subcommittee were not discussed and will be addressed at the next Board meeting.

Open Business:

Mr. Garcia then introduced the open discussion portion of the meeting while noting the limit of time remaining in the teleconference. He invited board members or other participants to ask questions or make comments. Mr. Dornan asked what USAFA’s most recent graduates know about Islamic terrorism. Dr. Jaquish addressed the question and said cadets receive foreign language instruction and some cultural training, which is currently being enhanced at the Academy and throughout the Department of Defense. In order to fully discuss the work of each subcommittee, Mr. Garcia said that subcommittee reports will be briefed and discussed at the beginning of the next Board meeting. He reiterated that the Board will meet four times in-person each year, and he announced the projected schedule of meetings for 2007 (see below).

Closing Remarks:

Mr. Garcia declared the end of the teleconference at 1359 EST.

Schedule of Future Meetings in 2007:

Proposed dates and locations are: 4-5 May at USAFA; 27-28 July at USAFA; 11 or 25 October in Washington D.C.; and 13 December in Washington D.C.

SUMMARY OF MOTIONS

- None

SUMMARY OF FOLLOW-ON ACTIONS

- Include an honor update as part of the agenda for the May 2007 Board meeting
- Nominate a member to serve as the chair of the Character and Leadership Subcommittee
- Members to inform the Chair of availability for possible 11 Oct 07 meeting (revised date)
- Members to inform the Chair of availability for possible 13 Dec 07 meeting (new addition)



PAUL A. PRICE, Col, USAF
Executive Secretary

APPROVED:

//signed, cpg, 4 May 07//

CHARLES P. GARCIA

Chairman, USAF Academy Board of Visitors