



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

25 February 2008

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.

The BoV subcommittees are helping the Board examine important areas needed to ensure the Academy successfully accomplishes its mission of producing leaders of character. In addition to the original four subcommittees, we created a fifth subcommittee to focus on developing best practices and training programs to assist Congressional members in identifying and nominating young men and women from their districts for appointments to military service academies. Congresswoman Loretta Sanchez was chosen to lead this new subcommittee called the Congressional Nomination. The BoV's other subcommittees are: 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). Subcommittee members conduct information gathering and analysis between quarterly BoV meetings. At each BoV meeting held at the Academy, subcommittee members meet with their respective USAFA liaisons, and report their findings and recommended actions to the entire Board for its consideration, deliberations and potential recommendations. I am very pleased with the excellent work and cogent insight the subcommittees have provided during the past six months.

Addressing Character during the Admissions Process

During the past year, with respect to the Academy's admissions process, the BoV Admission and Graduation subcommittee challenged the Academy 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.

The Gallup Organization has more than forty years of experience researching and testing character and leadership traits among diverse populations. Its scientists have met with USAFA several times to discuss the company's character assessment tool. Gallup's "Character Assessment Tool" will measure the innate character and leadership talents of applicants to Air Force officer accession sources utilizing a legally-defensible scientific approach, and accurately identify the degree to which each applicant's innate characteristics match the optimal mix of characteristics found in highly effective global and U.S. Air Force leaders. When the Academy implements the Gallup proven 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."

The Air Force awarded a contract to assess, test, and validate the Gallup assessment tool and to explore its potential use in Air Force accessions and the USAFA admissions process. The BoV was briefed on the progress of this project at our October 17, 2007 meeting in Washington, D.C. Gallup presented the results of the recently completed Phase 1 to the leadership of the USAF on January 23rd and it was positively received. During the meeting, Dr. Joseph Streur, Gallup Senior Research Director of Talent Selection stated "In my 26 years of studying talent, this initiative with the Air Force is among the most interesting and mission-driven research I've ever encountered." Phase 2 is now ongoing, which is focused on the development and initial validation of the interview instrument. Phase 3 is the implementation stage and is projected to begin with class 2013 assuming the proof of concept study is successful.

The Admissions and Graduation subcommittee continues to evaluate the recruiting process necessary to attract and admit outstanding cadets to the Air Force Academy and to significantly increase the percentage of cadets with outstanding character and leadership abilities.

Funding Shortfalls

USAFA continues to provide excellent support to our Infrastructure and Resources Subcommittee, including providing detailed information on Academy mission and infrastructure funding priorities, as well as teleconference discussions and in-person briefings detailing the status of FixUSAFA plans and funding, and any forecasted or potential funding shortfalls. Additionally, the Superintendent has ensured our full and open access to information, both through his personal involvement as well as directing his team to provide effective response to all of our information requests. As a result, true teamwork has been established between the BoV and USAFA staff, ensuring the Academy's funding needs are well understood and the BoV is appropriately informed to help the Academy address critical shortfalls.

Overall, we believe that the information provided, including our detailed discussions with Academy staff, indicates that the Academy has been successful in obtaining approval for near term funding of \$240M of its \$950M, 15-year FixUSAFA plan; though the remaining funding is still in question, the Academy remains cautiously confident in the Air Force's ability and support in authorizing these funds as the POM process continues for these outyears (at approximately \$50M/year). In spite of this cautious confidence, there are several current and impending dynamics that directly and seriously threaten these continued funding levels and their application to FixUSAFA requirements:

AFSO21 Mandated Cuts: Air Force-wide budget cuts have been levied across all Air Force agencies. As currently defined, the Academy is facing mandated cuts of \$35M by FY2012. Unfortunately, as has been previously briefed to the BOV, the Academy has in previous years gone through multiple budget decreases as a result of MEO (Most Effective Organization) and A-76 exercises, resulting in an already 'to the bone' operations, leaving little except mission critical requirements to cut. Without senior Air Force leadership intercession and waiver of the AFSO21 cuts, the funding for the FixUSAFA requirements will most likely be negatively and substantially impacted, leaving critical infrastructure maintenance and update unfulfilled.

Rising Costs: The \$950M FixUSAFA plan was based on cost estimates. Moving forward, experience shows that contractor bids are generally higher than planned, and outyear costs are rising. Additionally, the Academy's cadet area has been formally designated by the state of Colorado as a protected historical landmark, subject to severe and tightly regulated restrictions regarding building and grounds improvements and changes. Compliance with these restrictions directly adds to the complexity, time and cost in implementing many of the planned improvements. The net result is higher costs and funding shortfalls, both in the near- and long-term, which will necessitate further prioritization and delay of some requirements, as well as increased funding requests to ultimately address the shortfalls.

Stakeholder Changes: Over the life of the 15-year FixUSAFA plan, there have been and will continue to be changes in personnel in key stakeholder offices, including USAFA, Air Force, Department of Defense, and Congressional leaders. Continued support for funding is an every year challenge – changes in decision-makers increase the risk of loss support in one or more of the critical stakeholder links.

Review and Update of Strategic Approach to Academy Resources: As an evolving, competitive university (facing reaccreditation in 2009), the Academy is revisiting its longstanding practices and approaches to key university resources in light of technology changes and opportunities for modernization. In particular, the Academy is in the process of reviewing its approach to both Diversity Recruiting and the Library, working to define the right requirements and model for the university of the future. The results of this study may drive significant changes in the technology, resources, facilities, and user services that comprise both the Admissions Department and the Library – and require additional not-yet-programmed funding to implement these changes. In addition to the FixUSAFA update, the BoV was also briefed on the Academy's plans to continue to expand the depth and breadth of its Foreign Language Program

to meet Air Force long-term needs. Current POM levels fall far short of the funding needed to fulfill the Foreign Language Program's requirements.

While the BoV appreciates the significant fiscal challenges facing the Department of Defense and the respective services, we will continue to exercise our broad authority to provide independent advice and recommendations on all matters relating to the Academy. Although the Academy's fiscal situation has improved, the BoV is still concerned that critical USAFA funding shortfalls may lead to a failure in one or more of the Academy's core mission elements.

Lack of Diversity within the Cadet Wing

As stated in the previous semi-annual report, diversity within the Cadet Wing continues to be a major concern for USAFA, as well as the BoV. We use the term "diversity" in the broadest sense, in line with a recently proposed definition by USAFA and one that is being considered for approval by SECAF. Although the Class of 2011 lacks broad diversity, similar to previous USAFA classes, there have been some improvements. The Class of 2011 is more diverse than 2010. USAFA is not where it needs to be, but the trend is starting to move in the right direction. 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 fail to provide nominations to high school students in their districts. Such obstacles notwithstanding, USAFA has implemented steps to improve diversity in its recruiting and admissions process. However, the BoV is still concerned with USAFA's rate of progress in this area, especially when considering current trends in U.S. population demographics.

At the BoV meeting in held in July 2007, we devoted a substantial amount of time to the observations and recommendations of the March 2007 report chartered by the Assistant Secretary of the Air Force for Manpower and Reserve Affairs. The purpose of this report was to review USAFA and its Preparatory School admissions processes for the purpose of seeking broader diversity within the Cadet Wing. According to this report, "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." To achieve significant improvements in diversity, the BoV again calls on senior Air Force civilian and military leaders to be personally involved in establishing the importance of diversity, communicating a compelling message, eliminating roadblocks, providing sufficient resources, holding people accountable and regularly tracking results.

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. USAFA's Superintendent, Lieutenant General John Regni, has established an endowed Chair for Character and Leadership Development for this purpose. This special position 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 endowed chair position was recently filled by the appointment of Dr. Ervin Rokke, a retired USAF Lieutenant General and former Dean of Faculty at the USAFA. The BoV has requested a timely presentation on vision and progress of character development programs under Dr. Rokke's leadership.

Honor and Cadet Wing Culture

The Character and Leadership Subcommittee continues to work closely with USAFA leadership and members of the Cadet Wing on honor, ethics, gender relations, religious tolerance and other cultural and societal areas issues impacting the Academy's character and leadership development environment. The implementation of changes to the honor system at the beginning of this academic year appears to be going reasonably well. The subcommittee believes the Cadet Wing understands the importance of honor as a fundamental value in character development—and that cadets feel “ownership” of the Honor Code. Cadets continually express the following sentiment: There must be **consistency** in the administration of the honor system; the **communication** on the disposition of honor cases must be timely and clear; and if either consistency or communication is lacking, **cynicism** with respect to the honor system increases.

The BoV continues to evaluate the gender relations climate at the Academy through interviews with individual cadets and different groups of cadets as well as permanent party representatives from the Superintendent to support staff representing all mission elements of the USAFA. The progress noted in this area is commendable. Nearly unanimously, cadets indicate a clear understanding of the wide range of issues and the programs and processes in place to report possible infractions and/or seek guidance, counseling or treatment in the areas of sexual harassment or assault. The recently released DOD annual report on sexual harassment and violence at the U.S. Military Service Academies provides a positive assessment of the gender relations climate—and the recommendations for improvement are being addressed by the USAFA staff. Interviews with diverse groups of cadets also confirm continuous improvement across the Academy in this area.

Because the Cadet Wing in many ways is a microcosm of our nation's society, the USAFA's development of character is effected by cultural forces within the Cadet Wing. The BoV commends the Superintendent and staff for producing a document promoting personal and social responsibility in developing officers, a document that contains a comprehensive collection of information relevant to the BoV's continued interest in honor and ethics, gender relations, respect, religious tolerance, and character and leadership development.

USAFA Institutional Accreditation

The Academic & Course of Instruction Subcommittee remains engaged in the process of USAFA's preparation for Institutional Accreditation in 2009. The BoV anticipates receiving a rough draft of the USAFA Institutional Self-Study Report in Spring 2008. The USAFA Institutional Self Study Report is designed to demonstrate USAFA's evidence of meeting the five major criteria areas defined by the Higher Learning Commission as the basis for Institutional Accreditation.

The BoV Academic & Course of Instruction Subcommittee will review the Institutional Self-Study Report and provide its input as the draft evolves into a final report by year's end. The BoV Chairman, Vice Chairman and members of the Academic & Course of Instruction Subcommittee also plan to be available to meet with the accreditation review team, as needed and if requested, during the 27-29 April 2009 accreditation team site review at USAFA. With regard to the 2009 site review, the BoV's focus will be assessing USAFA's readiness to respond to potential inquiries into the areas of institutional integrity and strategic future planning.

Alignment of USAFA Educational Outcomes and USAF Institutional Competencies

The Academic & Course of Instruction Subcommittee is also focused on the alignment of USAFA Educational Outcomes and USAF Institutional Competencies. At the October 2007 BoV meeting, the USAF Chief of Airman Development briefed the BoV on the Air Force's "Continuum of Learning" -- the conceptual framework for how the Air Force trains individuals to become Airmen with the competencies and skills needed to meet the needs of the operational Air Force. Part of the Air Force transformation taking place is to approach training and development from the perspective of lifelong learning, imparting knowledge and analytical skills to equip Airmen throughout their careers in a rapidly changing world. The USAFA Plans and Programs staff and the USAFA Outcomes Team are assessing alignment of USAFA Educational Outcomes with USAF Institutional Competencies.

The BoV commends this complex and valuable undertaking. It demonstrates commitment on the part of the Air Force and the Academy to produce future Air Force Officers who are educated and developed to become motivated, lifelong learners and creative problem solvers. The alignment of USAFA Educational Outcomes and USAF Institutional Competencies also contributes significantly to satisfying the accreditation criterion of demonstrating evidence of USAFA's educational objectives meeting the needs of its customer, the operational Air Force.

Faculty Development and Sustainment

The BoV is concerned about USAFA faculty development and sustainment. The Air Force expects USAFA to maintain a faculty comprised predominantly of advanced degree, operationally-experienced military faculty. The prior USAFA accreditation report in 1999 also cited lack of faculty diversity as an area of needed improvement. Because it was highlighted in the 1999 report, the subject of faculty diversity will again be a subject of interest in the 2009 accreditation review. Current and projected numbers of advanced degree faculty and the status of faculty diversity are matters which now require Air Force action to sustain faculty excellence at desired composition levels.

For many years through its Graduate School Program, USAFA has annually designated a subset of cadets to receive Air Force scholarships to pursue advanced degrees after graduation from the Academy. After serving a number of years in the operational Air Force, these scholarship recipients become a valuable source of future USAFA faculty members. At present, the Graduate School Program is positioned to provide 5 scholarships; this is the lowest number of available scholarships since 1990. By drastically reducing Graduate School Program

scholarships designated for USAFA cadets, the Air Force is materially increasing the future probability of various USAFA academic departments finding themselves at mission failure, due to scarcity of advanced degreed military Air Force personnel available to serve as Academy faculty. Thus, at its January 2008 meeting, the BoV unanimously recommended that USAFA receive support for 35 Graduate Studies Program scholarships.

The BoV believes that to sustain quality and to improve diversity of faculty at USAFA, the Air Force will need to increase education opportunities from 56 Ph.D./Masters to 76 Ph.D./Masters per year for 4 years to replenish the existing depleted pipeline, then continue to annually support 65 Ph.D./Masters thereafter to sustain desired faculty composition.

Despite the challenging budgetary environment, the recent Air Force Education Review Board (AFERB) acknowledging the importance of USAFA faculty development and sustainment, funded 36 faculty preparation Ph.D.s and 34 faculty preparation Masters degrees for a total of 70 faculty preparation quotas. This is a step in the right direction and the BoV will continue to monitor this progress.

USAFA having achieved national recognition for academic excellence during the past several years is attributed to outstanding leadership at the Academy (the Superintendent, the Dean of the Faculty and the Commandant) and the superior performance of its dedicated faculty and staff. USAFA's faculty-to-cadet ratio, average class size and learning-oriented instructional approach, which is integrated across academic disciplines, are central to USAFA's current rating as the #1 four-year college in the western United States. Maintaining nationally recognized excellence in educating future Air Force officers at USAFA becomes untenable if the Air Force does not act now and create more advanced degree opportunities—which is an effective way to cultivate and develop a potential pool of diverse Air Force officers to serve as USAFA faculty.

Bylaws

On October 17, 2007, the USAFA BoV updated and approved a new set of bylaws. The primary aim was to clearly define the role of the BoV as an advisory body charged with providing independent advice and recommendations to USAFA and Air Force leadership and to the Office of the Secretary of Defense. We also clarified rules on conducting meetings via electronic means and allowing greater public participation during meetings. These changes are intended to ensure effective operation of the BoV while facilitating the fullest participation and inclusion of the public.

Vacancies on the Board of Visitors

At the present time, there is only one vacancy on the BoV and one position requiring reappointment or replacement. A letter was sent to the applicable appointing authorities requesting action. Otherwise, BoV membership has been stable since August 2007. The past two BoV meetings were well attended, which reflects the fact that members understand that their attendance is critical to the success of the BoV. We will continue to focus on attendance by all members.

As I enter my second one-year term as chairman of the USAFA BoV, I am humbled and honored to serve on this impressive Board. In 2008, we look forward to working with you, senior Air Force leaders, and Lt. Gen. Regni and his staff in carrying out our collective responsibility to the Air Force and the American people.

Respectfully,

A handwritten signature in black ink, appearing to read "Charles P. Garcia". The signature is fluid and cursive, with the first name "Charles" being the most prominent.

CHARLES P. GARCÍA
Chairman, USAF Academy 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, U.S. Air Force
Deputy Chief of Staff, Manpower and Personnel
Superintendent, U.S. Air Force Academy
Members of U.S. Air Force Academy Board of Visitors
Designated Federal Officer, U.S. Air Force Academy Board of Visitors

Attachment:
Semi-Annual Report

TABLE OF CONTENTS

USAFA Board of Visitors Membership, Composition, and Terms.....	10
Charter (USAFA Board of Visitors).....	11
Bylaws (USAFA Board of Visitors).....	13
APPENDIX 1 – May 2007 Minutes of the Regular Meeting of the USAFA BoV.....	20
APPENDIX 2 – July 2007 Minutes of the Regular Meeting of the USAFA BoV.....	27
APPENDIX 3 – October 2007 Minutes of the Regular Meeting of the USAFA BoV.....	42

**USAFA BOARD OF VISITORS
MEMBERSHIP, COMPOSITION, AND TERMS
(as of 11 Feb 08)**

	Years on the Board	Term Expires
<u>APPOINTED BY THE PRESIDENT OF THE UNITED STATES*</u>		
Mr. Charles Garcia (USAFA '82) – Chair	2005-Present	2010
Dr. Gail Jaquish – Vice Chair	2006-Present	2008
Ms. Sue Ross (USAFA '83)	2008-Present	2010
Mr. A.J. Scribante	2006-Present	2009
State Senator Jackie Winters (R-10, Oregon)	2006-Present	2008
Mr. H. Gary Morse	2007-Present	2009

APPOINTED BY THE VICE PRESIDENT OF THE UNITED STATES

U.S. Senator Bob Bennett (R-UT)	2007-Present	Annually
U.S. Senator Ben Nelson (D-NE)	2007-Present	Annually
VACANT		

APPOINTED BY THE SPEAKER OF THE HOUSE OF REPRESENTATIVES

U.S. Representative Peter DeFazio	2007-Present	Annually
U.S. Representative Doug Lamborn	2007-Present	Annually
U.S. Representative Loretta Sanchez	2007-Present	Annually
Mr. Terry Isaacson (USAFA '64)	2006-Present	Annually

APPOINTED BY THE CHAIRMAN, SENATE ARMED SERVICES COMMITTEE

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

U.S. 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

UNITED STATES AIR FORCE ACADEMY

BOARD OF VISITORS

BYLAWS

ARTICLE I: AUTHORITY AND PURPOSE

The United States Air Force Academy Board of Visitors (the Board) is governed by Title 10, U.S. Code, § 9355, *Board of Visitors*. It is an oversight board in the executive branch of the government established to inquire into the morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

Unlike a corporate board of directors, this Board cannot be directive in its oversight role. The Board is an advisory board charged with providing independent advice and recommendations on matters relating to the U.S. Air Force Academy. The Board shall be responsible for advising the Superintendent (and, in turn, the Chief of Staff, the Secretary of the Air Force and the Secretary of Defense) by making recommendations on significant matters relating to the Academy.

The Board may request, without restriction, information, facts, and briefings in support of its role to oversee operations of the Air Force Academy.

The Secretary of the Air Force and the Superintendent of the Academy shall provide the Board candid and complete disclosure, consistent with applicable laws concerning disclosure of information, with respect to institutional problems.

ARTICLE II: RULES OF CONSTRUCTION

Nothing in these bylaws shall be construed to supersede the provisions of the public laws of the United States, or any Air Force or Department of Defense regulation, directive, or instruction. Nothing in these bylaws shall be construed to create liability in any Board member for any action taken by the Board or the Air Force Academy.

ARTICLE III: MEMBERSHIP

Section 1 - Board of Visitors: By law, the Board of Visitors of the United States Air Force Academy is constituted annually and consists of:

- a. Six persons designated by the President. At least two of these members shall be graduates of the Academy.

b. The chairman of the Committee on Armed Services of the House of Representatives, or his designee.

c. Four persons designated by the Speaker of the House of Representatives, three of whom shall be members of the House of Representatives and the fourth of whom may not be a member of the House of Representatives.

d. The chairman of the Committee on Armed Services of the Senate, or his designee.

e. Three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate.

Section 2 - Term of Service: By law, the persons designated by the President serve for three years each except that any member whose term of office has expired shall continue to serve until his successor is designated. The President shall designate persons each year to succeed the members designated by the President whose terms expire that year. 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.

Section 3 - Service Expectation: The Board is a working board and its members are expected to attend all meetings and to participate in the activities of the Board. Board members have the duty to make constructive recommendations to ensure the mission of the Academy is appropriately met. If a member of the Board fails to attend two successive Board meetings, except in a case in which an absence is approved, for good cause, by the Board chairman, such failure shall be grounds for termination from membership on the Board. A person designated for membership on the Board shall be provided notice of the provisions of this paragraph at the time of such appointment.

When a member of the Board is subject to termination from membership on the Board, 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. In the case of a member of the Board who is not a member of Congress, termination of membership may be made by the Board Chairman.

Section 4 - Officers:

a. The officers of the Board are the Chairman and the Vice Chairman. A chairman and a vice chairman shall be elected annually by the Board at an organizational meeting held during the last quarter of each calendar year.

b. The Chairman and Vice Chairman 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.

c. The Vice Chairman shall preside at the meeting in the absence of the Chairman, or if the Chairman resigns or is unable to perform the functions of the office because of illness or death.

Section 5 - Subcommittees: The Chairman may, on an as-needed basis, create subcommittees of the parent committee (the Board). The Chairman will determine the size, focus, and duration of the subcommittees. The Chairman will designate a chair for each such subcommittee from among the members appointed and will charge these subcommittees with their tasks. The Designated Federal Official (DFO) is the authority to call parent Board and/or subcommittee meetings. Subcommittees may be used to conduct research or gather information for the use of the entire board. Subcommittee meetings will not be open to the public, but the appropriate Chairperson shall certify the accuracy of minutes within 90 calendar days. The DFO shall also ensure that a summary of Admin and Preparatory Work meetings is required to include a listing of who attended the meeting and that the information be maintained as part of the Committee's official records. No individual Board member or subcommittee shall take official action for the Board unless authorized to do so. The Executive Secretary will assist chairs of any subcommittee with administrative support. Subcommittees shall be responsible for reviewing and making recommendations to the full board on subjects the board shall designate. Each subcommittee will be assigned a USAFA subject matter expert as a point of contact to assist with collection of any necessary information.

Section 6 - Designated Federal Officer: The Deputy Assistant Secretary of the Air Force for Force Management Integration (SAF/MRM) shall serve as the Designated Federal Officer required by section 10 (e), Federal Advisory Committee Act (FACA) (5 U.S.C. Appendix, 10(e)), and shall have the duties and responsibilities imposed by sections 10 (e) and (f), FACA (5 U.S.C. Appendix, 10 (e) and (f)). As part of those duties, SAF/MRM shall attend all meetings of the Board and may exercise the authority to adjourn any meeting of the Board, if determined to be in the public interest. As the DFO, SAF/MRM is also responsible for approving any meeting of the USAFA BoV, to include its agenda. The SAF/MRM Assistant Deputy for Officer Accessions and Programs will serve as the alternate DFO. Additional alternate DFOs will be appointed, as required by DoD policy, to attend subcommittee meetings.

Section 7 - Executive Secretary: The Executive Secretary shall be appointed by the Deputy Chief of Staff, Manpower & Personnel (AF/A1). The Executive Secretary shall abide by the provisions set forth in the Federal Advisory Committee Act to include ensuring timely notice of each meeting is published in the Federal Register; and shall ensure, subject to Section 522, Title 5, United States Code, the records, reports, transcripts, minutes, appendixes, working papers, drafts, studies, agenda, or other documents which were made available to or prepared for or by the Board of Visitors are made available for public inspection and copying at a single location. Additionally, the Executive Secretary shall:

a. Prepare detailed minutes of each meeting of the USAFA BoV, to include a record of the persons present, a complete and accurate description of matters discussed and conclusions reached, and inclusion of any subcommittee updates/reports.

b. Will assist chairs of any BoV subcommittee with any necessary information and administrative support.

c. Maintain the BoV bylaws.

ARTICLE IV: MEETINGS

Section 1 - Designated Board Meeting Dates: The Board should meet at least four times a year, with at least two of those meetings at the Academy. Other than for those meetings required to convene at USAFA, meetings of the Board may be conducted in whole or in part through electronic means. The Board or its members may make other visits to the Academy in connection with the duties of the Board. Board meetings should last at least one full day. Board members shall have access to the Academy grounds and the cadets, faculty, staff, and other personnel of the Academy for the purposes of the duties of the Board.

Section 2 - Notice of Meetings of the Board of Visitors:

a. Notice of the scheduled or special meetings of the Board shall be published in the Federal Register in accordance with the FACA (5 U.S.C. App, 10 (a) (2)). The notice shall be published at least 15 calendar days before the date of the meeting, except that a shorter period may be authorized in an emergency situation, with the prior approval of the Department of Defense Committee Management Officer (Para E3.12.9, DoDI 5105.04). The notice shall state the time, place, and purpose of the meeting and set forth a summary of the agenda. The notice shall also state whether the meeting will be open to the public.

b. All meetings of the Board shall be open to the public. In those instances where the Chairman recommends certain sessions (e.g., sessions involving personal information protected by the Privacy Act of 1974) of a scheduled meeting, or the entire meeting, should be closed to the public in accordance with provisions of Section 552b(c), Title 5, United States Code, the Chairman will notify the Executive Secretary.

Section 3 - Agenda: Prior to each meeting, the Chairman shall prepare a meeting agenda after consultation with other members of the Board, the Superintendent of the Air Force Academy, the DFO, and others as deemed appropriate. Agenda topics for convened meetings will include:

a. Review of the United States Air Force Academy strategic plans, objectives, and performance metrics.

b. Review and assess goals, objectives, initiatives and performance.

c. Update milestones and accomplishments from independent audits that have received leadership attention.

d. Those matters deferred from previous Board meetings for consideration at the next scheduled meeting.

e. Those matters proposed for discussion by the Academy or the Department of the Air Force that are agreed to by the Board Chairman.

f. Those matters proposed for discussion by Board members, provided the Board Chairman agrees to them and the Executive Secretary has reasonable time to coordinate Academy and Department of the Air Force views on the proposed matters.

g. The following agenda items will be discussed on an as needed basis:

1) Initiatives that incur significant costs to the Federal Government but where the benefits are not readily linked with established Academy strategic goals, objectives, or performance metrics.

2) Initiatives connected to broad cultural change that will take concerted effort from Academy and AF leadership.

h. At the conclusion of each Board meeting, the members shall be apprised of tentative dates and locations for subsequent Board meetings.

i. Any member of the Board may make special visits to the United States Air Force Academy, in addition to those described herein, in connection with the duties of the Board or to consult with the Superintendent.

Section 4 - Quorum: No business may be transacted at a meeting of the Board unless a quorum of six members is present. Participation in a Board meeting through electronic means suffices for attendance for the purpose of obtaining a quorum. In other words, regardless of the forum (a face-to-face meeting, an electronic-based meeting, or a combination of both), at least six members must participate for business to be transacted.

Section 5 - Parliamentary Procedure: Except as provided herein or through decisions of the Board, *Robert's Rules of Order* shall apply in all proceedings and discussions of the Board of Visitors and its subcommittees. All questions shall be decided by a majority vote of the members present (in person or by electronic means). Each member shall have one vote. Voting may be done by mail ballot or by telephone call, electronic mail, or other means designated by the Board, the Chairman, or subcommittee chairmen.

Section 6 - Participation of the Public: Members of the public attending open meetings and briefings of the Board may, upon approval by the Chairman, be allowed to present questions from the floor or speak to an issue under discussion by the Board. Any member of the public shall also be permitted to file a written statement with the Board. Written statements must address the following: the issue, discussion, and a recommended course of action. The proposed statement will be submitted to the DFO. However, if a written statement is not received at least 10 days before the first day of the scheduled meeting then it may not be provided to, or considered by, the BoV until its next open meeting. The DFO will review all timely submissions with the BoV Chairperson and ensure they are provided to members of the BoV before the

meeting that is the subject of the proposed written statement. If, after review of timely submitted written comments, the BoV Chairperson and DFO deem appropriate, they may choose to invite the submitter of the written comments to orally present their issue during an open portion of the BoV meeting subject to the submitter's request. The DFO and BoV Chairperson may, if desired, allot a specific amount of time for members of the public to present their issue for BoV review and discussion. Direct questioning of BoV members or meeting participants by the public is not permitted except with the approval of the DFO and Chairperson.

Section 7 - Proxy Voting: Proxy voting is not allowed. A letter from an absent member presenting a position on a particular matter under consideration by the Board shall not constitute a vote on the matter, but the letter may be read to the Board by the Chairman and shall be appended to the Minutes of the Board.

Section 8 - Special Meetings: The Chairman may propose a special Board meeting for good cause or upon written request of at least a majority of the Board members.

Section 9 - Minutes of the Board of Visitors: Detailed minutes of any meeting held by the Board shall be kept by the Executive Secretary and shall contain a record of persons present, a complete and accurate description of matters discussed and conclusions reached, if any, and copies of all reports received, issued, or approved by the Board. The statement of members will appear only in summation form, except any member may exercise the right to have views incorporated verbatim in the minutes. Minutes shall be compiled by the Executive Secretary and certified by the Chairman of the Board. Subject to 5 U.S.C. Section 552, the records, reports, transcripts, minutes and other documents pertaining to the Board's activity will be available for public inspection in the office of the Executive Secretary.

Section 10 - Reports: The Board shall prepare a semiannual report containing its views and recommendations pertaining to the Academy, based on its meetings since the last such report and any other considerations it determines relevant. Each such report shall be submitted concurrently to 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.

a. The Chairman shall be responsible for the preparation of the reports and the members of the Board of Visitors should approve the reports by a majority vote.

b. The Secretary and Chief of Staff of the Air Force, as well as the Superintendent of the Academy, will receive a copy of the approved reports.

ARTICLE V: GENERAL

Section 1 - United States Air Force Academy: The United States Air Force Academy, without restriction, will provide to the Board information, briefings, and facts in preparation for meetings in support of its role to oversee operations of the United States Air Force Academy, and will provide Board members access to the Academy grounds and cadets, to include attending classes and meeting with cadets informally and privately. Also, the Superintendent of the Air Force

Academy will ensure BoV members receive candid and complete disclosure of all institutional problems, to include cadet and faculty surveys, and any information related to the culture and climate of the Academy.

Section 2 - United States Air Force: The Air Force, as an executive branch department, is responsible for implementing policies, law, regulations, and statutes concerned with the Academy, as well as achieving the desired outcomes. This is done through the chain of command that proceeds from the Secretary of the Air Force to the Chief of Staff of the Air Force, and then to the Superintendent of the Air Force Academy.

Section 3 - Amendments of Changes to the Bylaws of the Board of Visitors: The bylaws will be reviewed annually. Amendments or changes to the bylaws of the Board of Visitors may be suggested to the Board Chairman, in writing, by any member as an Agenda item at a scheduled Board meeting not less than 30 days prior to the meeting. The assent of at least two-thirds of the members of the Board is necessary to amend or change these bylaws.

Section 4 - Reimbursement: While performing duties as a member of the Board, each member of the Board and each adviser shall be reimbursed under Government travel regulations for travel expenses.

(Approved 10 January 2008)

APPENDIX 1: Minutes of the Quarterly Meeting of the USAFA BoV, 4-5 May 2007

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

APPENDIX 2: Minutes of the Quarterly Meeting of the USAFA BoV, 27-28 July 2007

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

The chairman opened the meeting of the USAFA Board of Visitors at 0900 on Friday, 27 July 2007.

ATTENDANCE

MEMBERS PRESENT:

Mr. Charles Garcia (Chair)
Dr. Gail Jaquish (Vice Chair)
US Senator Wayne Allard (R-CO)
US Representative Peter DeFazio (D-OR)
US Representative Doug Lamborn (R-CO)
US Representative Loretta Sanchez (D-CA)
US Representative Mark Udall (D-CO)
OR State Senator Jackie Winters (R-District 10)
Mr. Terry Isaacson
Ms. Nancy Kudla
Mr. H. Gary Morse
Mr. A.J. Scribante

MEMBERS ABSENT:

US Senator Tim Johnson (D-SD) – Medical
Two absences due to Board member resignations

AIR FORCE SENIOR STAFF:

The Honorable Dr. Ronald Segal, Undersecretary of the Air Force
Brig Gen Floyd Carpenter, Director, Airman Development and Sustainment
Mr. Craig Duehring, Assistant Secretary of the Air Force for Manpower and Reserve Affairs
Mr. William At Lee, Air Force Deputy General Counsel (National Security and Military Affairs)
Mr. Ronald Winter, Deputy Assistant Secretary of the Air Force (Force Management Integration)
Mr. David French, USAFA BoV Designated Federal Officer

USAFA SENIOR STAFF:

Lt Gen John Regni, Superintendent
Brig Gen Susan Desjardins, Commandant of Cadets
Dr. Hans Mueh, Director of Athletics
Col Paul Ackerman, Vice Superintendent
Col Neal Barlow, Vice Dean of the Faculty
Col David LaRivee, Vice Commandant of Cadets
Col William Carpenter, Director of Admissions
Col Gail Colvin, Vice Commandant, Climate and Culture
Col Michael Rodgers, Staff Judge Advocate
Mr. Johnny Whitaker, Director of Strategic Communications

SPECIAL GUESTS:

Lt Col Kevin Cannon, Admissions Liaison Officer (Area 030 - Arizona)
Lt Col Alfredo Sandoval, Admissions Liaison Officer (Area 056 - California)

Mr. Robert Goodwin, former Deputy Assistant Secretary (Force Management Integration)
Mr. Ted Spencer, Associate Vice Provost, University of Michigan

SPECIAL GUESTS (cont.):

Mr. Jim Shaw, President and CEO, USAFA Association of Graduates
Mr. Barry Conchie, The Gallup Organization
Mr. Robert Lockwood, The Gallup Organization

BoV EXECUTIVE SECRETARY:

Col Paul Price (AF/A1DO)

OPENING COMMENTS

The BoV Chair, Mr. Garcia, announced that a quorum was present and acknowledged the presence of Mr. French as the Designated Federal Officer (DFO). Mr. Garcia said Senator Allard and other congressional members would arrive that evening and added that an official swearing-in ceremony was planned for the following day.

Mr. Garcia extended a welcome to the other members in attendance. Next, the Chair welcomed the Undersecretary of the Air Force, the Honorable Dr. Ronald Sega, and invited him to address the attendees. On behalf of the Secretary, Dr. Sega expressed how important the Air Force regards the US Air Force Academy Board of Visitors. He thanked the Board for its work in helping the Academy bring the “very, very best” into the Air Force of the 21st Century. Dr. Sega concluded by thanking Mr. Garcia for taking on the critically important issue of diversity.

Mr. Garcia invited Lieutenant General Regni to introduce his staff. Gen Regni introduced his senior staff and other notables in attendance. He added that Col Carpenter, the current Director of Admissions, was retiring from the Air Force in a month and will return to USAFA with a position in the Athletic Department. He explained that Brig Gen Born, Dean of the Faculty, was on a business trip to Harvard University. Gen Regni said the Commandant recently created a new position, Vice Commandant for Climate and Culture, which will be headed by Col Gail Colvin.

OLD BUSINESS

Mr. Garcia requested a motion be made to approve the May 2007 BoV meeting minutes. A motion was made to approve and accept the minutes as drafted. The motion was seconded and carried, making the May 2007 minutes official.

NEW BUSINESS

Mr. Garcia outlined the BoV agenda. He said this meeting and future meetings would have a theme. Mr. Garcia introduced the meeting’s theme of diversity, which he described as a topic of concern for the US government and both public and private universities. The floor was then turned over to Gen Regni.

Superintendent’s USAFA Update:

Gen Regni began with an overall description of the Class of 2011. He stated USAFA continues to have over 9,000 applicants each year. This year’s entering class came in at just under 1,300, a number deliberately chosen to accommodate the cadet wing’s authorized strength of 4,417. In this class, there were 1,028 direct entries from high school, 183 from the USAFA Preparatory School, and 76 Falcon Foundation cadets. Gen Regni presented data showing the leadership qualities of the class – 116 high school class presidents, over 1,000 athletic team captains, and 84 ranked #1 in their class. The class average on the SAT was 1,290, with one member of the class earning a perfect score of 1600. Gen Regni noted that USAFA is not using the written portion of the SAT as part of its selection process. He ended his academic description of the class by stating their average GPA 3.86.

In keeping with the meeting’s theme of diversity, Gen Regni presented a slide to show the Class of 2011’s breadth and diversity. He highlighted that three cadets were from American

territories. Two-hundred and four spoke a second language to some degree. Gen Regni added that when the Defense Language Aptitude Battery test was administered to the basic cadets, one-third scored 100 or higher, qualifying them for the “strategic language” track. In the area of gender, 268 cadets (21%) are female, which is the highest in Academy history. In the race and ethnic category, 288 cadets (22.4%) are members of ethnic minority groups. USAFA is at a 6-year high for the percentage of African-American cadets comprising the entering class. Gen Regni added that 62 members of the class were prior enlisted and as such, some cadets already have an understanding of the Air Force and Airmen’s contributions to the Global War on Terror. Some of the new cadets (entered the Academy) having already served in Iraq; some had experience as Tactical Air Control Party members. Another unique aspect of diversity at USAFA is the presence of international cadets. Across the cadet wing, USAFA has 54 international cadets representing 32 separate countries. Gen Regni proudly stated that the international cadets played a special role in exposing the student body to various cultures from across the globe.

The Superintendent provided an update on Basic Cadet Training (BCT). He described the training program’s two phases: First and Second BCT. First BCT emphasized honor, character, and respect for human dignity -- USAFA’s number #1 foundational goal. From Day one of BCT, basic cadets are taught respect for each other against sexual assault and respect for other’s religion. The rest of First BCT focuses on wear of the uniform, drill and ceremony, customs and courtesies, and physical readiness training.

Second BCT occurs in Jacks Valley and introduces basic cadets to operational and wartime activities through a series of field courses. During this phase of BCT, basic cadets receive combat arms training and are exposed to USAFA’s introductory airmanship programs (soaring and freefall parachuting).

Next, Gen Regni listed the four BCT outcomes USAFA aimed to achieve and the character lessons taught during BCT. The Superintendent emphasized that eight specific lessons are devoted to honor. Gen Regni said USAFA recognizes the environment its students come from and sets high standards and expectations to help the new cadets start to internalize the concepts of honor and character.

Gen Regni turned the focus of his update to faculty staff manning. He reported that the Air Force Personnel Center helped turn USAFA’s manning situation from “red” to nearly all “green.” Overall, USAFA is now manned at 96 percent for its military faculty positions -- a vast improvement from the 60 to low 70 percent figures shown at the previous BoV.

On the dollar side, Gen Regni said, USAFA has made progress, but it still has a long way to go. Laboratory equipment and library upgrades have been funded for one year, but funding for future years must be secured. Gen Regni mentioned that the “Fix USAFA” initiative is looking up, and there were indications that USAFA will receive the first five years of funding for this 15-year plan.

Next, Gen Regni discussed USAFA’s efforts in the area of language and culture. In order to move toward the goal of providing four semesters of language to all cadets, nearly 2,300 cadets will take a language class this academic year; he anticipated 2,400 cadets per year taking a language class will be the steady state. He noted that 44 percent of cadets voluntarily signed up for strategic languages. In the future, USAFA’s goal is to offer some languages indigenous to parts of Central Africa. Gen Regni stated funding in the area of language and culture is not perfect and there have been funding cuts, but that USAFA is taking steps to get some of the funding restored.

Then Gen Regni covered USAFA’s fall semester schedule. He stated his team is ready to press full speed ahead with the academic school year that begins on 9 August. Gen Regni highlighted a few major events in the fall semester, concluded his update, and opened the floor to questions.

Ms. Kudla asked, “Are there still goals or caps on the percentage of the number of

women that are accepted into any incoming class?" Gen Regni responded that although USAFA does not have a "hard" goal, it's important for reasons of interaction and acceptance that the percentage of women approaches the high 20-percent range.

Dr. Jaquish asked about the understaffing of faculty in the Departments of Electrical Engineering and History. Col Barlow, answered and stated the undermanning resulted from faculty members choosing to leave the military under voluntary separation programs, which are not controlled by USAFA. Dr. Jaquish's question prompted Gen Regni to discuss civilian faculty and a million-dollar shortfall which prevents the hiring of eight validated Ph.D. positions on the faculty. Gen Regni said these issues will be addressed in USAFA's strategic plan and its sustainment plan for faculty.

Association of Graduates (AOG) Update:

Mr. Shaw said he would present a summary of the AOG's \$100 million fundraising campaign, and said he looked forward to briefing BoV every quarter when it meets. Before discussing his report, Mr. Shaw wanted to show an important indicator of the quality officer the Air Force Academy produces. He stated that just over 20 percent of officers come from USAFA, yet Academy graduates comprise 50 percent of the Air Force's general officers. To illustrate his point, he described a number of Academy graduates who had done very well both in and outside of the Air Force. On a sad note, Mr. Shaw lamented that USAFA recently lost its eighth graduate to combat operations in Iraq.

Mr. Shaw presented a slide showing his organization was well on its way to raising \$38.6 million and highlighted some of the AOG's largest donors. Lockheed Martin pledged \$750,000 to fund the directive for the Center of Space and Defense Policy. Mr. Shaw pointed out two of its endowments, the Superintendent's Chair in Character and Leadership and the \$1.9 million McConn Scholarship endowment.

Next, Mr. Shaw related a very significant moment in the history of the AOG -- the dedication of Memorial Pavilion in May 2007. He said it is a wonderful addition to the institution, and served as a perfect setting for burial ceremony of Gen Robin Olds.

Mr. Shaw listed some upcoming projects that various graduating classes are funding. Some of these new projects include: the Mall of Heroes, the Heritage Trail, and a memorial in honor of Gen Hubert Harmon, "Father of the Air Force Academy."

To conclude, Mr. Shaw showed numerous programs, cadet activities, scholarships, and projects which are supported by private funding through the AOG. He said the AOG's goal in its support to the Academy is to provide "that extra margin of excellence." Mr. Shaw listed the members of the 2007 AOG Board of Directors then took questions.

Mr. Garcia asked how this new, smaller board will affect the \$100 million campaign. Mr. Shaw replied, "It may be too early to tell." He conceded that an 11-person board is not structured nearly as well for fundraising purposes. Mr. Isaacson felt that having more of a connection between the AOG and the Cadet Wing would have long-term benefits. Mr. Isaacson wanted to know, "what were the connections between the AOG and the Cadet Wing?" Mr. Shaw answered by saying the AOG touches every aspect of what happens at the Academy.

Ms. Kudla asked if the AOG tries to connect women and minority graduates with women and minority cadets. Mr. Shaw responded, "Yes." Next, a question from Dr. Jaquish prompted a 4-minute discussion on the impact the new athletic association's charter and structure may have on the AOG's future fundraising abilities. Gen Regni acknowledged having some experiences similar to other universities in this regard then outlined his engagements and initiatives to address the issue.

Admissions Review Report:

Mr. Goodwin thanked the members who were part of the integrated process team (IPT) that conducted a review of the admissions processes for USAFA and the Academy Prep

School. According to Mr. Goodwin, SAF/MR's desire to have a full perspective on diversity was the driving force for this admissions review and report.

Next, Mr. Goodwin shared the IPT's objectives and findings. One important finding: Although the Academy is meeting legal standards and bringing in qualified candidates for admission, more data were needed for the team to make accurate assessments. However, one assessment was clear -- USAFA is currently not resourced or positioned to compete for the top talent against other elite universities. The IPT's findings did not support the Air Force Audit Agency's March 2005 report, which recommended drastically reducing the size of the Prep School. USAFA's admissions process was evaluated with the University of Michigan and the University of Virginia serving as benchmarks. The report found that USAFA's admissions process was limited in resources and flexibility; highly decentralized (relying on 1,700 Academy Liaison Officers for initial screening and evaluation); and reactive (essentially requiring candidates to make first contact with USAFA).

Mr. Goodwin then presented a listing of 18 recommendations, specific to Headquarters Air Force, USAFA, and Congress. He emphasized that this issue goes beyond the Academy. It's an Air Force issue and a national issue. Mr. Goodwin made a case for the Air Force providing specific guidance and a definition of diversity that entailed more than the standard EEO characteristics. To illustrate, he explained, "You can have a class that looks different, but if they all think the same, you're not going to have the same type of energy and excitement in the classroom."

The report's recommendations that referred to congressional engagement and the involvement of Air Force leadership in grass roots recruiting efforts spurred a fair amount of discussion. Mr. Garcia suggested congressional nomination statistics be part of the next BoV meeting. Gen Regni said his staff will gladly prepare that information; however, he cautioned the group not to reach hasty conclusions when looking at congressional nomination figures and comparisons. Mr. Goodwin concluded by stating the Academy is a national institution and needs to reflect the diversity of our nation, or long-term public support may begin to erode.

Admissions Update:

Col Carpenter presented an overview of USAFA's admissions and selection process. He explained that it's a two-tiered process that takes several months to complete. The first phase consists of self-reported information. The second phase is the candidate phase, which includes the DoD Medical Evaluation Review Board (DoDMERB), candidate fitness assessment, Congressional nominations, and Admission Liaison Officer (ALO) efforts. Col Carpenter stated another challenge for USAFA is bringing in young men and women who are not only medically qualified for commissioning, but who also have excellent vision, since 50 to 55 percent of an entering class needs to be potentially pilot qualified.

Col Carpenter described how USAFA utilizes a two-phased approach with two selection panels. Led by the Admissions Office, the first selection panel -- comprised of USAFA staff and faculty members -- conducts a review and recommends which candidates should be offered appointments to the Academy. The next phase is a review by Gen Regni and his most senior advisory panel, the Academy Board. All candidates must be approved by the Academy Board before being offered an appointment. In addition, he described how USAFA's selection process considered a number of factors which are aggregated into a couple of main composites. The academic composite accounts for roughly 60 percent of the overall selection criteria.

Col Carpenter confirmed the ALO evaluation had a significant weight on the selection panel. He justified the large weighting of the ALO evaluation since ALOs had eye-to-eye contact with the candidates. He said ALOs were fully aware of their important role in the selection process.

Next, Gen Regni mentioned USAFA was broadening its definition of diversity and considering looking at more factors during the admissions process to include strategic language

capabilities and socioeconomic factors. However, at this point, USAFA has not determined what the overall factors should be or how to weight them in terms of different selection composites.

In terms of race and ethnic diversity, USAFA has gone from 15 percent to roughly 24 percent over the past ten years. The percentage of women has gone from 14 to 15 percent to more than 20 percent over the same period. Col Carpenter concluded then fielded questions. The majority of the questions related to USAFA's efforts to retain cadets, particularly women and ethnic minorities, and the school's recruiting and marketing initiatives designed to attract and reach out to these two groups. Regarding attrition, he explained that for the three upper classes, the average cumulative attrition rate was 15 percent, which is significantly lower than the 33 percent historical figure from 1959 – 2007. Col Carpenter addressed a question about the differences in the attrition rates of minorities and non-minorities; he pointed out that over the years the retention rates of these two groups have been nearly identical -- 34% versus 33%. For the way ahead, Col Carpenter emphasized that USAFA must continue to look at better methods of measuring both character traits and motivational attributes of appointees. Continued engagement with Congress and additional resources for analysts and analytical tools were mentioned as imperatives that must be pursued.

In closing, Col Carpenter described the ALO force and the important role this group plays in recruiting, mentoring, counseling, and evaluating prospective candidates for USAFA and Air Force ROTC and then invited two ALOs to address the Board.

Admissions Liaison Officer (ALO) Program Review:

Lt Col Sandoval has been an ALO since July 1993. He shared his experience working on a diversity advisory panel over the past seven years. Col Sandoval is responsible for Area 056, spanning 40,000 square miles, 4 counties, 316 schools, and 9 congressional districts. He said, due to its large size, it was a major challenge getting out to all schools in his area of responsibility. The colonel then discussed the ethnic and gender make-up of the 18 ALOs assigned to Area 056. Five of the 18 ALOs were ethnic minorities and 3 were women. He noted that ALOs tended to be more senior in rank -- 16 were majors and above. This region also had a civilian ALO who was a female Academy graduate. Another area of concern was ALO turnover. Col Sandoval explained that his ALO force lost four ALOs last year and is projected to lose one more this year.

Mr. Garcia asked about Area 056's ethnic and racial make-up in terms of the population. Col Sandoval said his area was made up of some of the richest and the poorest people in the country living within a few miles of one another. He described his area as 50 percent Hispanic, about 3 percent African-American, and also had a large contingent of Asian and Pacific Islanders.

Lt Col Cannon represents Area 030, which covers the State of Arizona and includes 36 ALOs. Of the 36 ALOs, one was African American, one Hispanic, and the rest were Caucasian. Among the Arizona ALO force, women were also underrepresented, accounting for only three of the ALO positions. The ALO force for Area 030 was also rank heavy; 34 of 36 ALOs were majors and above, with only one captain and one civilian. Col Cannon explained that his office will continue to make efforts to increase diversity within Arizona's ALO force. He specifically mentioned partnering with the AOG, USAFA's Way of Life Committee, and alumni associations to help increase diversity in his ALO force.

Mr. Garcia then asked how difficult it was for an ALO from one race or ethnicity to relate to students from a school that is predominantly made up of another race or ethnicity. Col Sandoval said it was a huge advantage to look like, as well as speak the language of the population you're trying to recruit. When Col Sandoval visits predominantly black schools, one technique he uses is to bring two black ALOs with him. Col Sandoval stressed that principals, educators, and superintendents within the school systems played a leading role and truly set the

stage. When the school's leadership and staff support the ALO program, then he and the other ALOs get into the school and have access to the children taking Advanced Placement coursework. The last piece, according to Col Sandoval, was active Congressional involvement. He said he's a big proponent of having Congressional members contact superintendents for the schools, which in turn filtered down to the principals, giving him access to the schools.

In answering Mr. Garcia's question, Col Cannon said his main concern was not matching the demographics of the ALOs and students being recruited. Instead, he focused on showing the schools or organizations that work with the schools that he had a sincere desire to see their students succeed, and that got him access to talk to the students.

Next, Mr. Scribante asked the question, "When you are assessing the Leadership/Character of the candidate, how much of your time is invested in this determination?" The ALO's reply to the question was, "I spend better than 50% of my admissions review time to determine the person's Leadership/Character."

Dr. Gail Jaquish asked two questions. One dealt with the importance of the interview as part of your overall ALO evaluation. The other was how do ALOs convince young men and women, at this early stage in their life, to invest an extra ten months to complete the Prep School in order to the gain entry into the Academy. Col Sandoval answered by giving an example of a Hispanic wrestler who was recruited by USAFA and West Point. Col Sandoval convinced the young man to go to a prep school as a way to greatly improve his chances of succeeding at USAFA or West Point.

Mr. Garcia asked the ALOs, "Are there any members of Congress in the districts that you serve that make no nominations to the service academies?" Col Cannon replied, "I don't know of any." Col Sandoval said he had a very strong nine-district area and his congressional members were making nominations. However, he added that this was a problem in the inner cities. Cols Cannon and Sandoval both agreed that the solution to low or no nominations from certain congressional districts was a matter of education and actively working with the Congressional members and their staffs.

Mr. Garcia thanked the two officers then introduced the next speaker, Mr. Spencer. The Chair pointed out that Mr. Spencer had been an associate director serving in USAFA's Admissions Office and was part of Mr. Goodwin's Report IPT that worked on the USAFA Admissions Review Report.

Diversity "Lessons Learned" Panel:

Mr. Spencer gave a presentation called "The Need for Diversity in Higher Education" and defended the position that diversity provides educational benefits to all students. One lesson he shared was: a university should strive to become a brand name that students can identify with and view as a school of choice much like people recognize, identify with, and want to be part of the culture the Nike swoosh represents.

Next, Mr. Spencer presented the argument that diversity has been a tradition in American higher education. In this early period in America, diversity meant a "robust exchange of ideas from different people with different backgrounds and different thoughts." What was originally envisioned was not diversity among races, but diversity of ideas among people from different places. Mr. Spencer argued that this same educational principle could be used to support diversity among races within our schools of higher learning. He addressed the diversity concept of "critical mass." Mr. Spencer said critical mass was achieved when "enough minority students were enrolled such that all students can benefit." It was at this minority enrollment level that meaningful interactions occurred in the classrooms, residence halls, and social extracurricular settings.

Mr. Spencer then explained UM's undergraduate admissions scoring system. He described it as a very transparent system that looked at race as one of many factors. He said the scoring system was descriptive in nature, avoided points altogether, and had become more

holistic since 2003.

Next, Mr. Spencer discussed evidence presented before the Supreme Court in 2003 which supported Michigan Law School's contention that educational benefits of diversity were compelling. The evidence was based on testimony from professors, research experts, leading corporations, and retired military leaders. He noted that, according to the professors' testimony, "classrooms with diversity are more lively, more spirited, more enlightening, and more interesting." In the end, the Court ruled the holistic review of each student's file was considered the best way to achieve diversity.

Mr. Spencer then presented UM's new undergraduate admissions review process. He gave a detailed explanation of the school's mission statement. He said an important aspect of the school's review process was having each application go through a minimum of two comprehensive, holistic, and individualized reviews – one by a trained application reader and the other by a professional admissions counselor. He listed the additional factors and considerations that were now part of the admissions review process: educational background information about the applicant's parents and siblings, student household information, parent's income levels, and an expanded space for students to describe awards, activities, community service, and work experience. In addition, the application included two short essays.

Mr. Spencer then discussed the remaining admissions criteria his office considered during the undergraduate applicant review process. He mentioned the recalculated academic GPA (based on core, honors, and Advanced Placement courses), quality of the curriculum, standardized test scores, internships, and class rank. Other factors were the high school's educational environment, the applicant's personal background, geographic considerations, extracurricular activities, and extenuating circumstances, such as personal adversity or English as the second language in the home. The applicant review process also included an evaluation of the recommendations of counselors and teachers.

Mr. Spencer then discussed Descriptor PLUS™, a geodemographic tagging tool produced by College Board. He explained that Descriptor PLUS™ relies on a consumer marketing principle that people with similar backgrounds, means, and perspectives naturally gravitate toward one another or form relatively homogeneous communities. He emphasized that Descriptor PLUS™ is not, and should not be used, to replace diversity or affirmative action programs. What it does do, he said, is help to identify and, ultimately, enroll more students from underrepresented areas. According to Mr. Spencer, Descriptor PLUS™ cannot be beat for targeting and recruiting, since it tells you where to go to find the best prospective students.

Mr. Goodwin asked whether USAFA was using Descriptor PLUS™. Col Carpenter responded that "no," mainly due to its price tag -- \$100,000 to purchase and an additional \$20,000+ per year to maintain. Mr. Spencer said that if feasible USAFA should: use tools to identify more candidates from different and underrepresented places; bring in more information about the student, the parents, and the family; and use database and information technology to streamline the search process and work smarter.

Mr. Garcia then asked Mr. Spencer, "What are the first three things that you would do here that would have the most impact in helping in the quality and diversity of incoming cadets?" Mr. Spencer answered: go to a more holistic system, have programs where more prospective candidates are brought to the campus, and narrow what it is that ALOs need to do in order to make it possible to have more campus visits from candidates. In addition, Mr. Spencer said he would have more professionally trained staff members who go out in the field.

Mr. Garcia thanked Mr. Spencer then introduced Mr. Conchie and Mr. Lockwood from The Gallup Organization. Before the Gallup representatives spoke, Mr. French, USAFA BoV DFO, explained that it was permissible for a contractor to come and show their capabilities to the government. He said a BoV member had requested Mr. Conchie and Mr. Lockwood speak to the Board to familiarize the members with Gallup's capabilities. Mr. French clearly pointed out the Air Force had no business relationship with Gallup and no commitment to Gallup to

enter into a business relationship.

Character Assessment Tool Presentation:

The purpose of Mr. Lockwood and Mr. Conchie's presentation was to describe the Gallup's Character Assessment Tool. Mr. Lockwood said one of the main business elements of Gallup focused on helping institutions bring in the right people and building the institution's brand in the marketplace. Mr. Conchie provided an explanation of his company's ability to select a diverse group of prospective leaders who are high on both character and integrity.

Mr. Conchie discussed some of the science behind making predictions about human behavior. He shared that although his work focused on private sector businesses, he was confident some of his findings would have applicability to the Academy.

Next, Mr. Conchie posed a question that was the thrust of the briefing: "Can character be measured?" Through his research with Gallup, Mr. Conchie found there were certain aspects of character that we can predict. He explained that his company's business model was predicated on measuring and analyzing performance of top-level achievers within a given field or sector.

Dr. Jaquish asked if Gallup's approach was essentially starting with a "homogenous population that is of superior performance and then looking at what traits are in common for the picture of that performer." Mr. Conchie agreed her explanation roughly described Gallup's model.

Mr. Conchie then described how his company used a process of structured interviews. He posed a series of questions to the BoV. After asking each question, he explained how a respondent's gut response of either "yes" or "no" to the question predicted the respondent's level of character.

Ms. Kudla voiced concern that people's responses to these questions may be much different when they are in their forties compared to when they are 18. Mr. Conchie answered that Gallup's Character Assessment Tool has not been tried on individuals younger than 16. He added his company's longitudinal studies have shown that there is greater variability and volatility when looking at a younger age range -- for example, ages 18 to 26 versus ages 26 to 40.

Consistent with the meeting's theme, Lt Col Sandoval, one of the ALOs, wanted to know whether Gallup's research showed variability in gender and race in how respondents answered the questions. Mr. Conchie said there were only slight racial and gender differences.

Ms. Kudla expressed skepticism about using successful Air Force and military leaders as the model and then applying this group's characteristics to 18-year olds. She questioned the validity of making such an extrapolation. Mr. Conchie said it could be done; the key was to look at a broad range of leadership, capture the breadth of the leadership, and base predictions on that broader perspective.

Mr. Conchie reiterated that character could be defined and measured for the Academy. He said his company would need to look at how USAFA described character, and then test the extent to which character could be measured within the context of the Academy. In addition, he claimed Gallup's Character Assessment Tool would significantly improve the Academy's ability to deal with aspects of diversity based on Gallup's findings that if you focus on talent for the things that you're measuring, you achieve diversity by default, since talent and the desirable attributes are randomly distributed across the population. Mr. Conchie's final point was that his company could help USAFA increase the "right" candidate pool, enabling the Academy to focus its admissions efforts on a smaller number of individuals who are the right people.

Diversity Discussion

An open discussion on diversity was the last agenda item for the day. To begin the discussion, Chairman Garcia invited Mr. At Lee to describe the legal landscape in regards to

diversity. To lay a foundation for discussing diversity, Mr. At Lee mentioned concepts for the audience to keep in mind: equal treatment for all members; finding and removing barriers to opportunity; focused recruiting; considering life experiences and socioeconomic factors in school admissions. He said the courts have affirmed these concepts in the context of higher education. However, Mr. At Lee warned that applying this same approach outside of that context entailed significantly greater legal risk. Mr. At Lee then gave the following advice in terms of admissions: Evaluate all applicants individually and holistically, while looking at and considering a variety of common factors. Mr. At Lee further cautioned that although the Court has accepted the idea of giving a “plus” on the basis of race or ethnicity, it cannot have the effect of singularly determining the outcome or the admissions decision.

Mr. At Lee then took questions. Ms. Kudla asked whether an ALO should be “rated higher if he or she is more successful in diversity recruiting.” Mr. At Lee said it would be fine to rate the ALOs on how successful they were in getting the message of the Academy to populations we’ve targeted to come to USAFA, but it would be problematic to only look at the people the ALO got into the Academy.

Col Rodgers asked if the “critical mass” argument -- often used and discussed in terms of having a certain number of females at an institution -- could also be used with respect to ethnicity. Mr. At Lee argued it would be more difficult with respect to ethnicity, because ethnicity is under a higher level of scrutiny than gender. Mr. Garcia wanted to know if socioeconomic class constituted a protected class. Mr. At Lee replied, “No, it’s not.” He then added that socioeconomic status has been used before and may be considered, but it has to be applied without regard to race or ethnicity.

Chairman Garcia explained how he wanted to use the open discussion period, mainly as an opportunity for everyone to digest, debate, and talk about what had been presented, as well as what the BoV members would like to see.

Leading off the open discussion period, Ms. Kudla said she continues to get the impression that the Academy is leading the way in figuring out this diversity issue. She said the Board continues to long for a formal policy statement and guidance from the Air Force that the Academy could use. Ms. Kudla asked, “Is that ever going to be forthcoming, or is that not possible?” Undersecretary Sega stated such guidance is available and is in Air Force Secretary Wynne’s letter on diversity. Mr. At Lee said there were several different publications in the works that will provide more detailed guidance. Mr. Garcia and Lt Gen Regni concurred that a well-thought-out action plan on diversity will be in place, but it’s currently in coordination. Mr. At Lee, said from a legal standpoint, he’s most comfortable with the Air Force Secretary’s position on diversity, which is using and valuing the diversity we already have in order to maximize and benefit the mission. Gen Regni said he would much prefer a situation where the Air Staff would say, “Here is your mission with regard to diversity.” The Air Staff and the Academy would then work together to develop some metrics that support the Air Staff’s direction.

Undersecretary Sega took the discussion in a different direction and began discussing what the Air Force needs 25 to 50 years out to address the challenges of the 21st Century. He added that math, science, and engineering need to be America’s focus, since we’ll operate more and more in a global environment marked by rapid technological change. Gen Regni then mentioned work the Air Force is doing to define the characteristics it’s looking for in 21st Century officer. Gen Carpenter said progress has been made, but there was still more work to do in defining the competencies the 21st Century officer needed to be effective.

Mr. Garcia commented on the implications of the demographic shift in America in the next 25 years. He alluded to the military brief in the University of Michigan (UM) case, where military commanders and former secretaries of defense stated the importance of having a representative officer corps, as minorities become an increasingly larger part of the Armed Forces. Mr. Garcia strongly asserted, “Diversity is more than words, it’s actions.” He said resources need to be invested to buy technology for finding prospective students and to make

changes in the ALO force. He continued that this would help increase the pipeline of quality engineering-type minority students within USAFA's applicant pool. Then we can make the case to them and their parents and teachers that the Academy is a place these students should think about attending. Mr. Spencer added that this type of outreach is perfectly acceptable, since particular students are not receiving any special consideration for getting in. Mr. At Lee commented that an effective outreach program needed to be coupled with a commitment of resources for the admissions office to do holistic and individualized reviews of applicants. Otherwise, the outreach efforts are wasted, and there will be temptation to take shortcuts that end up looking like racial balancing at the end of the day. Mr. Garcia countered that racial balancing would not be at play since he's talking about finding high-quality minority students (who typically attend Harvard and other elite schools) and making the case to them that the Academy is a school they should be considering.

Next, Senator Allard and State Senator Winters engaged in a conversation about outreach efforts to the Latino community. They agreed that, in reaching out to this community, it would be wise to explain to the family that both family and the young man or woman would benefit from having the child attend the Academy. Mr. Garcia concurred that, with respect to the Hispanic community, there was a family issue to consider, but that it could be overcome with the right marketing message and appealing to their sense of patriotism.

Ms. Kudla asked whether USAFA had a documented, definitive plan describing and guiding its diversity recruiting efforts. Gen Regni said USAFA built a diversity plan, which generated a lot of discussion among the folks on the Air Staff. Gen Regni added that, after consulting with Air Staff lawyers, the plan's focus shifted away from the "military necessity argument" toward valuing existing diversity and maximizing its benefits to the mission. Col Price updated the group on where the USAFA Cadet Wing Diversity Plan was in Air Staff coordination. Gen Regni highlighted that the fourth section of the diversity plan addressed resources and funding needed to fully implement the plan. The Superintendent said once the plan receives Air Staff approval, it becomes a funding issue.

Chairman Garcia listed three action items he wanted addressed at the next BoV meeting. The first was the Air Force's response to Mr. Goodwin's Admissions Review Report recommendations. Second, he wanted to see an analysis of the congressional members who are making and are not making nominations. Finally, Chairman Garcia wanted the Board to be informed of the resources and personnel necessary for USAFA to have a cutting-edge admissions office that can compete against the likes of Michigan.

Dr. Jaquish also suggested USAFA provide what steps it has taken and plans to take to address the issue of diversity that was flagged during the 1999 accreditation. Mr. Garcia called for a fifth and final action item -- working with the AOG to find graduates to supplement the ALO force with the goal of achieving greater ALO diversity.

Chairman Garcia adjourned the meeting, concluding the first day's proceedings at 1645 MST.

Opening Comments (Day 2)

Chairman Garcia opened the meeting and welcomed aboard all the new members who had just been sworn in earlier that morning. Mr. Garcia then went over the day's agenda.

For the benefit of the new members, Mr. Garcia described the functions of the BoV in general terms. He explained the BoV's important role in working with the Academy to help Gen Regni and his staff address the problems the institution faces. Next, Mr. Garcia gave a quick synopsis of the previous day's presentations. After mentioning the cutting-edge admissions office at the University of Michigan, Chairman Garcia commented that it was very clear the Academy lacks resources when it comes to its admissions program. Mr. Garcia then turned the floor over to the subcommittee chairs. He reminded the subcommittee chairs that any recommendations they make must come to the full Board for discussion and debate, before the

recommendation becomes an action item or recommendation of the Board. Mr. Garcia then introduced Dr. Jaquish, Academic and Course of Instruction Subcommittee Chair.

Academic and Course of Instruction Subcommittee Update:

Dr. Jaquish said it is a wonderful time to be on the Academic Subcommittee since the Academy is about to undergo an important institutional accreditation. She explained that USAFA is in the internal self-assessment phase of preparing for the next accreditation taking place during the 2008-2009 academic year. She gave an overview her subcommittee, saying it was engaged in every aspect of Academy instruction: academic curriculum, military training, and the athletic program. Dr. Jaquish highlighted the fact that her subcommittee touched on these three primary aspects of cadet life at USAFA. Dr. Jaquish also mentioned her subcommittee's role with the upcoming accreditation. She offered to assist the Air Force and the Academy in defining the skill set required for a 21st Century Air Force officer. Dr. Jaquish concluded her remarks and invited the new BoV members to consider joining her subcommittee.

Following Dr. Jaquish's comments, Chairman Garcia shared what he envisioned the USAFA 21st Century Commission to be and how the commission would benefit the Air Force. Dr. Jaquish acknowledged that Air Force is fully engaged in identifying the skill sets for 21st Century officers, airmen, and cadets, but she still believed the Air Force and the Academy would benefit from an external look by an outside commission.

Infrastructure and Resources Subcommittee Update:

Ms. Kudla commended the wisdom of having subcommittees. She said, as a result of the subcommittee concept, the BoV has seen the tangible benefit and impact of what the Board does for and with the Academy and the Air Force. She encouraged the new members to embrace a subcommittee, since it allows the Board to become better informed in carrying out its oversight and advisory role for the Air Force and the Academy. Ms. Kudla described the charge of her subcommittee was to understand and bring to the service level the most important issues associated with the infrastructure, the funding, and the resources the Academy has identified it needs to execute its core mission and to embrace the current and future mission of the Air Force. Ms. Kudla stressed that the Academy is facing and will face some very significant funding challenges. She then briefly discussed the "Fix USAFA" initiative, which is being funded in the near-term. However, she added that there were still some significant mission-critical issues associated with staffing and with the Academy's athletic facilities.

Character and Leadership Subcommittee Update:

Mr. Isaacson shared a little bit of his background and his unique perspective as an Academy graduate and former member of the Air Force football coaching staff. He said character and honor have always been important at the Academy, but they are emphasized more today than when he was a cadet in the early 1960's. The focus on character and leadership has matured incredibly. Over the last five months, he said he has really been impressed by what he's learned about today's Academy and its cadets. Mr. Isaacson listed the primary areas his subcommittee looks into on behalf of the BoV: honor and ethics, respect, gender relations, religious tolerance, and character and leadership programs. He found that the Honor Code has evolved over the years and today it is much more complex. He described how character and leadership training is integrated and woven through all areas of the Academy.

Throughout his update, Mr. Isaacson, continually expressed how invaluable it was to meet with cadets. He said, in his interactions with cadets, he was amazed at how impressive these young men and women are and how much he learned.

Mr. Isaacson brought up two issues within the Cadet Wing that continue to raise concern. One issue was eating disorders, and the other was alcohol and the negative impact it can have. He knew Academy leadership and staff was fully aware of these two issues, but he

wanted to mention them again because of their potential to undermine everything else the Academy is trying to achieve.

Mr. Isaacson stressed that although USAFA has programs and policies in place regarding character and the expectation to behave honorably; it's no time to get complacent. He said the Academy staff and the BoV must remain fully energized and sensitive to the potential for incidents in the area of honor or gender relations to occur.

Admissions and Graduation Subcommittee Update:

Mr. Scribante discussed the three key elements of the USAFA admissions process: academics; honor and activities; and leadership/character. He said the first two elements were pretty well-defined by the admissions office and had good supporting metrics, but more work needed to be done to define the third element to assess it more consistently. Mr. Scribante said his subcommittee looks at how USAFA recruits and screens applicants and applies various standards for admissions. The functioning of the USAFA Preparatory School and diversity within Cadet Wing were also areas of interest for this subcommittee. In closing, Mr. Scribante said his goal is to help USAFA achieve excellence in its admissions review process.

Because five members had recently been added to the BoV, Mr. Garcia decided to have all BoV members introduce themselves and highlight their backgrounds.

Cadet Interaction (Jacks Valley):

BoV members went Jacks Valley for lunch and to meet with the cadet cadre running 2nd Basic Cadet Training.

Closing Remarks:

The members reconvened for a wrap up session after returning from Jacks Valley. Some of the Congressional members led by CW Sanchez requested consideration for holding the Washington DC BoV meetings on Tuesdays versus Thursdays to accommodate Congressional voting requirements and maximize member participation. The Chair and membership were amenable to making that consideration. Additionally, in response to Congressional request, the Chair gave approval for Congressional staffers to sit in on meetings and take notes on behalf of the principal when attendance of the principal is not possible. This would preclude the member from receiving an unexcused absence but will not give the proxy voting authority.

The body went over the action items and briefing requests for the next BoV. Mr. Garcia requested a copy of the USAFA Diversity Plan be sent to him within the next two weeks and he would forward to BoV members. Mr. Garcia also intended to work with the AOG on initiatives with the plan for the AOG to brief Mr. Scribante's subcommittee then report to the next BoV. Goal is to develop some mechanisms to boost energy and productivity within the ALO program. There was push for establishment of a formal program that doesn't rely on AOG goodness as many committed ALOs are lost due to the considerable time and monetary commitment required with no compensation plan in place.

Dr. Jaquish discussed the 21st Century Commission and noted that the USAFA Prep School was USAFA's greatest feeder of several categories of cadets to include minorities. She requested a Prep School briefing in an upcoming session. Also asked for an update on the AF Audit Agency's follow up recommendation and Mr. Garcia said the BoV would support the Prep School. Dr. Jaquish also requested support for the BoV to move forward to take an active approach to reacting to the 21st Century Commission's report in support of accreditation. This proposal was voted on and approved by the BoV.

Mr. Isaacson requested all members receive a copy of the USAFA Commandant of Cadet's article on the cadet honor scandal. He also requested the members receive a courtesy call if/when an issue arises that has the potential to blow up in the media. Mr. Garcia requested

that when the AF Secretary and Chief of Staff are notified that there is a follow-on notification to the BoV Chair.

There was additional discussion on action items to include determining the resource costs of bringing the admissions office on par with schools like UM. Regarding the Congressional USAFA nominations, CM Sanchez echoed that best practices from those Congressional members who do well would be very helpful for all members.

Several members commented favorably on the increased involvement and trust developing between USAFA and the BoV. In that vein, Mr. Garcia asked how the BoV could get the 2 vacancy Vice Presidential fills appointed before the Oct BoV. Mr. French indicated he believed the nomination authority had been passed to the President Pro Tempore of the Senate. Mr. Garcia declared the end of the meeting at 1350 MST, 28 July 2007.

Schedule of Future Meetings in 2007 and 2008:

Projected dates and locations are: 17 October 2007 in Washington, D.C.; 10-11 January 2008 at USAFA; April 2008 in Washington, D.C. (Thurs); 17-18 July 2008 at USAFA; October 2008 in Washington, D.C. (Thurs)

SUMMARY OF MOTIONS

- The motion was made, seconded, and passed unanimously to accept the minutes of the 4-5 May 2007 USAFA BoV meeting as presented.
- The motion was made, seconded, and passed unanimously to take an active role in supporting USAFA's accreditation efforts.

SUMMARY OF FOLLOW-ON ACTIONS

- Air Force's response to Mr. Goodwin's Admissions Review Report recommendations
- Analysis of the congressional members who are making and are not making nominations
- USAFA inform Board of the resources and personnel required to have a cutting-edge admissions office that can compete with the University of Michigan and other top-tier schools for high-quality minority students
- USAFA provide what steps it has taken and plans to take to address the whole issue of diversity that was flagged during the 1999 accreditation
- Work with the AOG to find graduates to supplement the ALO force to achieve greater ALO diversity
- USAFA provide a Prep School briefing at a future session



PAUL A. PRICE, Col, USAF
Executive Secretary

APPROVED:



CHARLES P. GARCIA
Chairman, USAF Academy Board of Visitors

APPENDIX 3: Minutes of the Quarterly Meeting of the USAFA BoV, 17 October 2007

**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 0900 on Wednesday, 17 October 2007.

ATTENDANCE

MEMBERS PRESENT:

Mr. Charles García (Chair)
Dr. Gail Jaquish (Vice Chair)
U.S. Senator Wayne Allard (R-CO)
U.S. Senator Bob Bennett (R-UT)
U.S. Senator Ben Nelson (D-NE)
U.S. Representative Peter DeFazio (D-OR)
U.S. Representative Doug Lamborn (R-CO)
U.S. Representative Loretta Sanchez (D-CA)
U.S. Representative Mark Udall (D-CO)
OR State Senator Jackie Winters (R-District 10)
Mr. Terry Isaacson
Ms. Nancy Kudla
Mr. H. Gary Morse
Mr. A.J. Scribante

MEMBERS ABSENT: One vacant seat (previously filled by Sen Tim Johnson who resigned)

AIR FORCE SENIOR STAFF:

Mr. Craig Duehring, Assistant Secretary of the Air Force for Manpower and Reserve Affairs
Gen Duncan McNabb, Air Force Vice Chief of Staff
Mr. Ronald Winter, USAFA BoV Designated Federal Officer
Brig Gen Floyd Carpenter, Director, Airman Development and Sustainment
Mr. David French, Deputy Assistant Secretary of the Air Force (Force Management Integration)

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 Chevalier Cleaves, Director of Admissions
Mr. Johnny Whitaker, Director of Strategic Communications

AF SCROLL RECIPIENTS:

U.S. Senator Tim Johnson (D-SD)
U.S. Representative Carolyn Kilpatrick (D-MI)
Former U.S. Representative Robert Dornan (R-CA)
Gen (ret) H.T. Johnson

SPECIAL GUESTS:

Mr. Jim Shaw, President and CEO, USAFA Association of Graduates

Mr. Robert Lockwood, The Gallup Organization

INVITED GUESTS:

U.S. Representative Xavier Becerra (D-CA)

U.S. Representative Heather Wilson (R-NM)

NOTED OBSERVERS:

Lt Gen (ret) John Hopper

Col (ret) Frederick Gregory

BoV EXECUTIVE SECRETARY:

Col Paul Price (AF/A1DO)

OPENING COMMENTS

The BoV Chairman, Mr. Charles García, opened the meeting at 0900 on 17 October 2007 in Washington, DC. He said the first order of business was thanking former members who had recently completed tours of service on the BOV. He introduced Mr. Craig Duehring, the acting Assistant Secretary of the Air Force for Manpower and Reserve Affairs, who represented the Secretary of the Air Force, the Honorable Michael Wynne. Mr. Duehring presented the Honorable Senator Tim Johnson, Congresswoman Kay Granger (who was unable to attend), Congresswoman Carolyn Kilpatrick, former U.S. Representative Mr. Robert Dornan and General (ret) Hansford T. Johnson with Air Force Scrolls of Appreciation. These individuals were recognized for their dedicated service as members of the United States Air Force Academy Board of Visitors. After photographs and applause, Chairman García called Senator Ben Nelson and Senator Bob Bennett to the front of the room for the swearing-in ceremony, and Mr. Duehring administered the oath of office.

Chairman García welcomed everyone and thanked the BoV for full attendance at the board meeting. He then introduced the Air Force Vice Chief of Staff, Gen Duncan McNabb, and invited him to make remarks. Gen McNabb thanked the Board for their hard work and dedication to USAFA. Chairman García thanked the members of USAFA for their hard work and introduced the Superintendent, Lt Gen John Regni, who then introduced his staff.

OLD BUSINESS

Mr. García requested a motion be made to approve the 27-28 July 2007 BoV meeting minutes. The motion was made to approve and accept the minutes as drafted. The motion was seconded and carried, making the July 2007 minutes official.

The Board also conducted its annual review of the BoV Bylaws. The Board adopted several changes to better align with the BoV Charter verbiage, clarified what constitutes an official meeting, added subcommittee procedures, and described how the BoV handles public comments.

NEW BUSINESS

Chairman García outlined the day's agenda. He also ensured the minutes reflected that all board members received a memo from Dr. Craig Bash. Chairman García discussed the dates of the next session and the rationale for selecting the 10th and 11th of January. The dates coincide with a scheduled Congressional recess and should ensure maximum participation at the next BoV which will be held at USAFA. Chairman García then opened the floor to the two newest members of the BoV, Senator Bennett and Senator Nelson, who introduced themselves and described their backgrounds. The floor was then turned over to Lt Gen Regni.

Superintendent's USAFA Update:

Lt Gen Regni welcomed new board members and introduced two guests, Congresswoman Heather Wilson and Congressman Xavier Becerra, who have been working closely with USAFA. Lt Gen Regni then outlined six topics he would cover during his update.

Gen Regni opened by discussing the USAFA Cadet Wing Diversity Plan, which is almost complete. He read USAFA's definition of diversity to the Board and explained that considerable effort has been expended in developing the plan. Lt Gen Regni has signed the plan and forwarded it to the Air Force Chief of Staff, General Moseley, and Secretary Wynne. Gen Regni then explained that the Diversity Plan includes an action plan that identifies USAFA's recruiting objectives and diversity recruiting initiatives. These initiatives include: identifying diversity among candidates; targeting populations for increase; hosting various seminars and

outreach efforts across the country; and partnering with family and community groups and other similar organizations. The action plan also details the tasks and resources required to fully implement the plan. Gen Regni's goal is to make the USAFA Cadet Wing Diversity Plan available for review at the next BoV in January 2008.

Gen Regni next discussed foreign language and culture, which continues to be emphasized across the Academy. He reported that, starting with the Class of 2011, all cadets will take two semesters of a foreign language. USAFA continues to use the Defense Language Aptitude Battery (DLAB) which measures a new cadet's aptitude for learning a complex foreign language. DLAB results are then used to steer highly qualified freshmen toward strategic languages. Gen Regni noted that the number of cadets taking strategic languages increased from 24 percent to 50 percent in the past two years.

The Superintendent discussed the Academy's effort to obtain federal nonprofit status for its athletic association. In 2004 USAFA formally started the research and fact finding process to create a proposal which was eventually briefed to the Board by Dr. Mueh in July 2006. The proposal is currently being routed through the Air Staff for two-letter coordination. The USAFA staff is drafting the bylaws and will consult with representatives of the U.S. Naval Academy (USNA) based on their century's worth of experience in this area. USAFA will review the Naval Academy's bylaws and use that as a framework while also working with Air Staff's comptrollers and general counsel to ensure the bylaws are correct. Gen Regni anticipated that he should have an approved concept of operations and be in a position to have the Legislative Liaison Office send the proposal to the Board for consideration prior to the next meeting.

Gen Regni also briefed the current status of USAFA's flight program. USAFA has transitioned to a consolidated initial flight screening program, which is the first phase of pilot training. This is a huge change from the terminated Cadet Flight Screening Program. The last powered flight at USAFA was in September 2007. USAFA is currently working with Air Education and Training Command, and all parties are in agreement that USAFA has a requirement for a follow-on Powered Flight Program to supplement the soaring and jump programs. General Looney, Commander of Air Education and Training Command, and his team are working with the Air Staff to seek funding needed to procure aircraft for the program. The Powered Flight Program will be the capstone airmanship program and will support the aviation outcomes at the Air Force Academy. The Power Flight Program is also needed to enhance recruitment and retention of pilot-qualified cadets who will eventually enter pilot training. USAFA sends 520 graduates a year to pilot training, which is almost half of the Air Force's total annual production.

Gen Regni next provided an update on freshman grades. He reported that the most recent progress reports reflected the average grade point averages for cadets' ranged from 2.69 for freshmen up to 3.01 for seniors. Fifty-three percent of seniors are on the Dean's List, which is impressive. Additionally, 38 percent of freshmen made the Dean's List, which was the highest figure in the last two years. At progress report, only 9 percent of the cadets had a grade point average less than 2.0; this group was comprised of 21 seniors and 200 freshmen (or 17 percent of the class), which is much lower than in previous years. These successes were accomplished without changing academic or grading standards within the Department of the Faculty. Many factors contributed to this success: cadets are adhering to a daily regiment of controlled study in the evening, getting more sleep, and attending mandatory breakfast. Gen Regni also noted food quality in Mitchell Hall had improved considerably. He acknowledged that it was not a completely fair comparison between the current class and prior years because policy now dictates that freshmen will take a foreign language. This resulted in the scheduling of some core courses later on in the curriculum. For example, 100 percent of cadets no longer take Chemistry, one of the more challenging courses, during their freshman year, which may account for higher freshman grade point averages.

Gen Regni also covered national academic rankings that were published since the last board meeting (rankings were from the U.S. News and World Report, the Princeton Review and a report on leadership development in government and in the military). USAFA was rated the best baccalaureate awarding college in the West. USAFA's aeronautical engineering and astronautical engineering programs continue to be ranked number two in the United States, bracketed by Embry-Riddle in Daytona Beach, Florida, and Embry-Riddle in Prescott, Arizona. When you take all of USAFA's engineering programs together, the engineering department was number seven in the nation. USAFA was also ranked as the number one undergraduate business school in the United States and the number two school in leadership development across government and military programs, behind only the Defense Acquisition School.

The Superintendent concluded his update by discussing the lack of satellite coverage of Falcon sports. Gen Regni drafted a letter for BoV members' signatures that requests satellite providers increase coverage. Seven senators from Western states and the Mountain West Conference Chairman have written to the CEOs of CBS, Comcast, DirecTV and DISH Network, urging them to finalize the agreement. A motion was passed to have all Board members sign the letter.

Gen Regni then opened the floor for questions and comments. Ms. Kudla asked him if he had any funding concerns he would like to address with the Board. Gen Regni responded that he and his staff always closely monitor funding issues and that funding is tight again this year, particularly in regards to infrastructure. Chairman García assigned Ms. Kudla to look into an unfunded budget request in regards to the Diversity Report that was provided earlier. The request would increase the million dollar budget by a little over 10 percent. Chairman García noted that the question that needs to be answered is, "in a perfect world where resources were not a constraint and USAFA wanted to compete against public and private universities to attract talent, what would the funding need to be?" Additionally, he queried, "how far will the current budget that is presented get USAFA?" Chairman García also acknowledged that the Board did not have the time to go into the details during the current session, but hopefully Ms. Kudla can work with the Superintendent and his staff prior to the next board meeting.

Senator Allard asked Gen Regni whether the funding numbers were sufficient for USAFA's foreign language and cultural immersion programs. Gen Regni told the board that budget cuts have impacted these programs. Gen Regni said he is still working with other agencies to keep the programs funded and robust. He also projected a growth rate upwards of 700 cadets a year participating in immersion programs. Senator Allard requested background information on USAFA's cultural immersion programs so that he and a few others BoV members could study potential funding options.

Association of Graduates (AOG) Update:

Mr. Jim Shaw provided an update on the status of the AOG. Chairman García asked Mr. Shaw to discuss diversity recruiting and how the AOG can assist in this area. Mr. Shaw replied that the AOG has many potential avenues of communication that can be used to help with diversity recruiting. They can also use USAFA graduates to talk to potential recruits. Some discussion on college recruiting rules and the potential for violating them followed. It was stressed that proper guidance and training must be provided before graduates went out and spoke with potential recruits. Additional discussion focused on Mr. Jim Shaw's pending departure and eventual replacement. The AOG has established a search committee to identify and select a replacement.

Mr. Shaw also provided an update on AOG fundraising and the ways that private donations have helped USAFA. Mr. Duehring then presented Mr. Shaw with a Department of the Air Force Certificate of Appreciation on behalf of the Secretary of the Air Force and the Air Force Chief of Staff for Mr. Shaw's many years of dedicated service to USAFA and the BoV.

General McNabb also extended his gratitude and appreciation by presenting Mr Shaw with a coin for his numerous contributions to USAFA and the Air Force.

Congressional Nomination “Best Practices”:

Chairman García then introduced Congresswoman Heather Wilson, a 1982 distinguished graduate of USAFA and the first graduate to become a member of Congress. Mr. García added that Congresswoman Wilson is also a Rhodes Scholar with a doctorate from Oxford. Congresswoman Wilson discussed her service academy recruiting and nomination approach, which was aimed at increasing the number of qualified minority applicants to the military academies. She discussed ways members of Congress and the BoV could help with diversity recruiting. She recommended they maximize use of assets in their congressional district, such as JROTC programs, nearby military bases, the Admissions Liaison Officer (ALO) Program, and college ROTC programs. She stated that a congressional office has very limited resources so they must partner with influencers in the community. She also stated that she nominates applicants based on merit only. Congresswoman Wilson said she uses cadets and midshipmen home on break from the academies to visit high schools as a way to recruit potential applicants. She had two additional suggestions for BoV members: 1) set up a task force or subcommittee to look at the issue of long-term recruitment, and 2) commit to training new members of Congress. She added that if you want to diversify your applicant pool you have to go where there are high concentrations of young men and women who are not applying now. Congresswoman Wilson answered several questions before agreeing to help, as her schedule permits, with developing a process to train members of Congress on how to find qualified minority applicants.

Chairman García introduced Congressman Xavier Becerra, a leader in the Latino community from Los Angeles. He discussed methods for recruiting in minority and impoverished districts. He stated that you must begin efforts no later than middle school to interest students in the Air Force and then you must build upon that initial interest. If you wait until they are in high school, the ones that qualify for USAFA will already have plans to go to other schools. Congressman Becerra and the BoV members also discussed the fact that minority applicants come from different and unique backgrounds and may not have the extracurricular activities of other applicants, but they still have the potential to excel at a service academy. Congressman Becerra also stated that some members of Congress, particularly the older ones, have not had a very positive relationship with the military. Chairman García asked Congressman Becerra if he would assist a committee that would look at some of his colleagues that do not have robust programs and then bring the resources to bear to help turn those programs around. Congressman Becerra agreed and said he looked forward to helping.

Admissions Update:

Col Cleaves, USAFA Director of Admissions, discussed the nomination and selection process for candidates, as well as how to attract top candidates while enhancing the diversity of the applicant pool. Col Cleaves was asked if USAFA was making progress on having a more diverse group of ALOs. Col Cleaves mentioned how tough it is to have a diverse ALO group for a couple reasons, one being that they are generally previous academy graduates and not particularly diverse themselves and secondly, ALOs are volunteer positions. The dilemma is exacerbated by the program having limited resources available to reach a widely diverse group of potential applicants. He emphasized that USAFA is committed to looking into and researching this issue further.

Goodwin Report Update:

Chairman García introduced Mr. Dave French and Col Paul Price who briefed the status of action items from the Goodwin Admissions Review Report. They continue to work with

USAFA on the recommendations from the Goodwin Report. Many of the recommendations will appear in the USAFA Cadet Wing Diversity Plan that Gen Regni and his staff are developing; however, some items may not be implemented or at least not implemented exactly as written in the report's recommendations. Of key interest is the diversity definition which is embedded in a short strategic document that will be signed by senior Air Force leadership. This definition of diversity is more comprehensive and goes beyond the usual categories of race, ethnicity, gender, and religion.

Col Price also updated the Board on the medical screening process. The Air Force Surgeon General has agreed to review the current medical waiver process and relook at "exception-to-policy" waivers. USAFA is working this change with AF/SG.

Col Cleaves then addressed issues regarding the evaluation of USAFA's academic curriculum and existing student enrichment programs. This is an ongoing process to make sure that USAFA turns out the best product possible. The Academy has taken steps to accelerate the admissions process, and it is now fully online. USAFA was asked to examine ways of increasing the value of life experiences and they are looking at tools to help them understand how to appropriately capture life experience. USAFA is still learning how to capture the "whole person" and to quantify their success. The first step is capturing the data that describes life experiences, and the next step is to give credit for desirable life experiences—for example, having a job to earn income to help support the family. The key is to capture and give credit for non-traditional accomplishments that identify leadership traits required to be an effective cadet and future officer. The Diversity Plan is a step in that direction. In addition, USAFA plans to use the findings of a recent manpower study to go before the Air Force Corporate Structure to secure needed resources and manpower authorizations.

Ms. Gwen Rutherford, Chief of Airman Development, discussed how the Air Force takes people who have no exposure to the military, brings them into the Air Force, and then develops these individuals to a requirement which is based on what the Air Force needs to deliver impact in support of national defense. Ms. Rutherford and her staff have led efforts to design a construct that would enable the use of a common language to relate education, training and experience in a developmental sense to meet Air Force requirements throughout the course of a member's career. This construct has been designated as the Continuum of Learning (CoL). Ms. Rutherford provided background on the development and uses of the CoL as well as the road ahead.

Mr. French provided an update on the Character and Leadership Assessment Tool. He stated considerable progress was made since the last BoV. A full and open competition was conducted to hire a contractor from industry who could develop an instrument that would focus on the innate characteristics of leadership and other qualities of incoming cadets. USAFA's goal is to develop officers of character and, as such, it is important to select applicants with the required prerequisite character and capacity to lead. There were a number of competitors, and the Gallup Organization was awarded the contract based on the merit of their proposal. Mr. Robert Lockwood from the Gallup Organization briefly addressed the Board. He briefed that Gallup will conduct a series of key stakeholder interviews and focus groups to gather insights to assist in defining desirable leadership characteristics within the Air Force. He anticipated having the initial results of his company's qualitative analysis by the next BoV.

Air Force Strategic Communications:

Ms. Christy Nolta from the Secretary of the Air Force's Strategic Communications office provided a broad look at the Air Force's communication effort and how the Air Force Academy and diversity specifically fits. She also discussed some of the successes and continuing effort as the policy plans continue to evolve. Chairman García stated that the BoV had asked USAFA to research how the Air Force markets USAFA given the Academy's limited budget as well as how the Air Force assists with the diversity recruiting effort.

SUBCOMMITTEE UPDATES:

Academic and Course of Instruction:

Dr. Jaquish thanked Congressman DeFazio for agreeing to serve on the academic subcommittee. She said the Academy is well engaged with the overall efforts of the Air Force in terms of force development. Dr. Jaquish emphasized the importance of coordinating the efforts of the Air Staff and USAFA so that USAFA's Educational Outcomes align with and support the Air Force's "Institutional Competency List." She said her committee continues to have an interest in what the Academy and the Air Force are doing to prepare its cadets for the 21st Century operational Air Force, but acknowledged that at this point it would be premature to formalize anything while these efforts are ongoing. Before ending her update, she commended the faculty and leadership of USAFA for the Academy's recent number one rankings from U.S. News and World Report and the Princeton Review.

Infrastructure and Resources:

Ms. Kudla discussed the Superintendent's draft report titled "Promoting Personal and Social Responsibility in Developing Officers." The report outlines social and cultural challenges faced by the Academy and how the Academy is tackling these challenges. The committee looks forward to the next draft of the report and, because the report also addressed safety and health issues relative to the Cadet Wing, the Infrastructure and Resources Subcommittee would also like to specifically review those areas. The subcommittee also continues to work with the USAFA staff on funding issues identified in the Diversity Recruiting Plan.

Character and Leadership:

Mr. Isaacson noted that Congressman Lamborn from Colorado has been added as a member of the Character and Leadership Subcommittee. Mr. Isaacson discussed the value of having groups of cadets available to speak with the Board during BoV meetings at USAFA. These sessions would be non-attribution to ensure cadets are comfortable sharing their views and experiences. Mr. Isaacson also requested a presentation on the current programs administered by the Character and Leadership Development Center, and he raised the possibility of having Board members participate in exercises and the activities conducted at the Center. Given the recent appointment of Dr. Ervin Rokke, (Lt Gen, USAF, ret) as the Chair for Character and Leadership at the Academy, Mr. Isaacson requested a subcommittee meeting at USAFA on 2 November 2007, for the purpose of consultation with Dr. Rokke and a follow-up, fact-finding meeting with groups of cadets. The BoV concurred with this request.

Admissions and Graduation:

Mr. Scribante noted that there had already been considerable discussion on the ALO program and diversity recruiting initiatives. He then discussed the Gallup Assessment Program and how the results could set the stage for modifications to the ALO program. Mr. Scribante raised concerns that there may not be funding available should the Air Force opt to move forward with the second phase of the Gallup Assessment. He also discussed an e-mail from an ALO (presented at the last BoV) and the ALO's comment that he spent more than 50 percent of his time assessing candidates' leadership and character. The goal is to ensure ALOs focus on recruiting and to reduce some of the administrative challenges.

Closed Session:

Chairman García closed the meeting at 1402. Select members of USAFA's senior staff met with the BoV in closed session regarding character cases.

Open Business:

At 1500, Chairman García re-opened the meeting to the public. The first topic the members addressed was the schedule for next year. The group agreed to set the meeting schedule for the rest of the year at the January meeting in 2008. Specific BoV dates (in Apr or May, July, Oct or Nov) will be decided after the 2008 Congressional calendar is released.

The members also discussed a recommendation to create another subcommittee focused on the service academy nomination process. The motion was seconded by Sen Winters and approved by the Board. This subcommittee would be composed of congressional BoV members. Congressman Lamborn added it would be advisable to work with West Point and Annapolis and have a joint-type approach. Senator Allard agreed with that position and stated working jointly with the other service academies would be the best approach. State Senator Winters then nominated Congresswoman Sanchez to chair the newly created subcommittee and the Board approved. Additionally, Sen Bennett and Congressman Lamborn were named as two of its members.

Mr. Scribante said he received word from the White House Personnel Office that Mr. García was being re-appointed to another 3 year term on the BoV. Mr. Scribante took the opportunity to express his appreciation for Chairman García's excellent leadership, organizational skills, and his ability to focus the efforts of the BoV. Mr. García requested a motion to conduct the annual elections. The motion was given, seconded, and passed by unanimous vote. Mr. García was then nominated and seconded for the chairmanship. BoV members voted by show of hands, and Mr. García was elected for a second term as BoV Chair. Dr. Jaquish was then nominated and seconded as the Vice Chair, and she was unanimously selected.

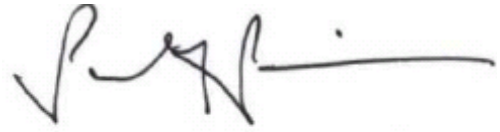
Chairman García declared the end of the meeting at 1535.

SUMMARY OF MOTIONS

- The motion was made, seconded, and passed unanimously to accept the minutes of the USAFA BoV meeting held on 27-28 July 2007.
- The motion was made, seconded, and passed unanimously to accept the changes to bylaws.
- The motion was made, seconded, and passed unanimously to have all board members sign the letter to satellite providers requesting expanded coverage of Mountain West Conference and USAFA sporting events.
- The motion was made, seconded, and passed unanimously to conduct annual elections in accordance with the BoV bylaws.
- The motion was made, seconded, and passed unanimously to establish a subcommittee to assist with Congressional Nomination process; CW Sanchez was selected as the chair and Sen Bennett and Congressman Lamborn were named as two of its members.
- Mr. Charles García was nominated, seconded, and selected as the BoV Chair effective immediately.
- Dr. Gail Jaquish was nominated, seconded, and selected as the BoV Vice Chair effective immediately.

SUMMARY OF FOLLOW-ON ACTIONS

- Make the USAFA Cadet Wing Diversity Plan available for review by the BoV.
- Review the Federal Nonprofit Status Concept at next meeting.
- Ms. Kudla will look into the unfunded budget request concerning the Diversity Report.
- Senator Allard requested background information on USAFA's cultural immersion programs.
- When ready, have Dr. Rokke present conclusions regarding the full integration of character and leadership development across the Academy.
- Review report on social and cultural challenges (white paper) facing the Academy.
- Present update on the Character and Leadership Assessment Tool at the next BoV.



PAUL A. PRICE, Col, USAF
Executive Secretary

APPROVED:



CHARLES P. GARCÍA
Chairman, USAFA Board of Visitors