

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

8 MAY 2008

**Approved by the
USAFA BOARD OF VISITORS
18 July 2008**

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

The chairman opened the meeting of the USAFA Board of Visitors at 0900 on Thursday, 8 May 2008.

ATTENDANCE

MEMBERS PRESENT:

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

MEMBERS ABSENT:

None (Note: One authorized seat on the BoV is vacant.)

AIR FORCE SENIOR STAFF:

The Honorable Mr. Craig Duehring, Assistant Secretary of the Air Force for Manpower and Reserve Affairs
General Duncan McNabb, Vice Chief of Staff
Lieutenant General Frank Klotz, Assistant Vice Chief of Staff
Mr. Joseph McDade, Director of Force Development
Mr. Ron Winter, USAFA BoV Designated Federal Officer
Mr. Dave French, USAFA BoV Alt 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
Col Chevalier Cleaves, Director of Admissions
Mr. Johnny Whitaker, Director of Communications

SPECIAL GUESTS:

Amb Roger Harrison, Ph.D., Director of the Eisenhower Center for Space & Defense Studies
Col William Walker, Director of Athletic Programs

BoV EXECUTIVE SECRETARY:

Col Paul Price (AF/A1DO)

AWARD AND SWEARING-IN CEREMONIES

Two ceremonies took place prior to the formal opening of the BoV -- one for Mrs. Nancy Kudla and the other for Ms. Sue Ross, the newest member of the BoV. Mr. Craig Duehring presented Mrs. Kudla the Air Force Commander's Public Service Award. The narrator summarized Mrs. Kudla's accomplishments during her tenure on the Board from May 2005 until December 2007. Lt Gen Frank Klotz and Lt Gen John Regni also presented her with the Vice Chief of Staff's coin and a falcon statue memento, respectively. Mrs. Kudla then thanked the Board and Air Force leadership for taking the time to recognize her BoV service.

Mr. Duehring then swore in Ms. Sue Ross. After the swearing-in, Ms. Ross introduced herself. She said after graduating from the United States Air Force Academy in 1983, she became a pilot, was a teacher, commanded an Air Force squadron, and became head speechwriter for the Chairman of the Joint Chiefs of Staff. She retired in 2002 and moved to Colorado Springs and began her own business.

OPENING COMMENTS

The Chair officially opened the meeting after the ceremonies. He recognized Mr. Ron Winter as the Designated Federal Officer and all the members of the BoV. After that, Lt Gen Regni introduced his staff from the Academy: Brig Gen Susan Desjardins, Brig Gen Dana Born, Col Chevalier Cleaves, Col William Walker, Mr. Johnny Whitaker, and Ambassador Roger Harrison.

OLD BUSINESS

The minutes from the January meeting were reviewed. The Chair pointed out that a congressman's name was misspelled in the draft minutes. With the understanding that this minor correction would be made, the Board members unanimously approved the minutes as written.

NEW BUSINESS

The Chair moved on to administrative issues. The Chair noted the recent publication of the BoV Semi-Annual Report and informed Ms. Ross that this document would be a good source for her to quickly become familiar with the latest activities of the Board and with the issues currently facing USAFA.

The next item reviewed was subcommittee membership. Congressman Lamborn moved from the Congressional Nomination Subcommittee to Infrastructure and Resources. Congressman DeFazio was also placed on the Infrastructure and Resources Subcommittee.

The Chair then reviewed the meeting dates for the next session, 18-19 July 2008. There was no disagreement among Board members on the upcoming meeting dates; however, some Congressional BoV members may arrive late to the next meeting in July due to the Congressional schedule. The Chair added that the theme of the next meeting would be Character and Leadership.

The Charter for the Board of Visitors was reviewed for its bi-annual renewal. The board unanimously approved renewing the charter with no changes.

Superintendent's USAFA Update:

Gen Regni began by reminding the Board that graduation for the Class of 2008 was only 20 days away and that President Bush would be the guest speaker. He affirmed his belief that this graduating class was extremely strong and that the Class of 2011 had taken on the personality and positive attributes of the outgoing class.

After a quick overview of his presentation, Gen Regni reviewed the results of the Academy's recent Unit Compliance Inspection. He outlined the grading scale for a unit-wide inspection, explaining the criteria for receiving ratings of Unsatisfactory, Marginal, Satisfactory, Excellent, and Outstanding. The Academy received an overall Excellent. He then highlighted the areas that received Outstanding: Chaplains, Directorate of Climate and Culture, Honor Division, Military Equal Opportunity, Sexual Assault Response Coordinator Office, and the Athletic Department. The Commandant's section earned an overall Excellent rating, as did flying operations. The Air Base Wing was rated Excellent. Within the wing, USAFA's anti-terrorism and force protection measures were evaluated as being Outstanding, including preparing for an event similar to the Virginia Tech shootings. The cadet response during the exercises -- that were part of the inspection -- was rated Excellent.

The next topic was the recent report from the General Accountability Office on the steps taken by the service academies to combat sexual assault. The report found that the Air Force Academy is in compliance with all DoD directives in this area through its four-year developmental education program that cadets go through and liaise with the Judge Advocate General, the hospital, and the women's shelter on base. He also highlighted the report's recommendation for more DoD-level guidance on this subject.

Gen Regni then discussed the Diversity Plan. He stated that the Air Force Academy's plan generated an Air Force plan on the same topic and that he is working resource issues to help improve diversity in the recruiting process.

His next area was an update on USAFA infrastructure. He updated the Board on increased funding to fix the Academy through 2015, an equivalent of 400 million dollars toward improving the Academy grounds. Gen Regni showed some pictures of the Terrazzo and how some of the marble strips on the Terrazzo are coming loose. He said he is looking at engineering solutions and reviewing various recommendations that will be in compliance with preservation of historical sites and that avoid excessive costs to repair.

The Superintendent moved on to manning levels in the faculty. The Commandant's area is strong but enlisted military trainers are 10 short of where they need to be. There is a seven-week course these trainers must attend. Based on that lead time and working with the Air Force Personnel Center, he hopes to have those positions filled by the end of the summer. The Academy Counseling Center is short one out of the five counselors. With two deploying soon, he is working hard to get that last position filled to avoid a 60% manpower reduction in the counseling center. The Athletic Department is at 91% manning and the Prep School is strong in this area as well. In terms of faculty, manning is at 89%. However, in some isolated pockets, such as the English Department, military manning is below 80% and more officers are required.

The Non-Profit Federally Chartered Corporation (NPFCC) proposal was the next topic Gen Regni discussed. This proposal would allow the Academy to raise non-appropriated funds for use by the Athletic Department. He stated that the Secretary of the Air Force signed the NPFCC proposal on 8 April 2008 and that the proposal is being reviewed by the House Judiciary Committee. Mr. Joseph McDade then came forward to provide more detailed information on the legislative proposal. He stated that the proposal was determined to be under Title 36, vice Title 10, and that the House Judiciary Committee had placed a moratorium on these types of corporations. Because the proposal had been moved to the Judiciary so recently, Mr. McDade had yet to present the proposal and explain the business case to them.

The Chair stated that Mr. McDade needs to brief the Judiciary on this soon. Congresswoman Sanchez then asked Mr. McDade what subcommittee this initiative fell under. Mr. McDade said he would get back to her on that. He also said he would get the Legislative Affairs folks in the Air Force to ensure they are avoiding any policy issues that could slow the program down with DoD. Gen Regni also said USAFA would review the legislative language.

The next topic was Survival, Evasion, Resistance and Escape (SERE) training coming back to the Academy. Gen Regni told the Board that 660 cadets will be going through the training this summer and that next summer, the entire class of sophomores will complete it. In addition, 10 cadets went through a powered flight course to test the syllabus and 6 were able to solo. He said he anticipates that 60-70% of cadets will be able to solo when the program is stood back up. However, due to aircraft limitations, the program is on pause while the Air Force gets funding for more planes.

The Superintendent then gave a review on the physical fitness program. The Air Force Academy took third in the Sandhurst Competition. British teams finished first and second. The other service academies placed lower. As a result, the Academy's team is number one in the U.S. right now.

He reviewed the status of the hospital as well. It is now an acute care clinic that has an agreement with a local hospital to use their emergency room.

The next event the Superintendent went over was the National Character and Leadership Symposium. The symposium took place in February with the theme of "Impassioned Citizenship: Can One Make A Difference?" Brig Gen Desjardins said that cadets were involved with escorting guest speakers, administering the program and participating in all presentations. She also said that next year, they will schedule no classes on the day of the event to ensure cadets have an opportunity to attend the lectures.

The next portion of the Superintendent's Update focused on Language and Culture. Gen Regni said the freshmen coming in this year will be the first class in which everyone will take a foreign language. There has been a 33% increase in cadets minoring in foreign languages as well. He thanked Congressman DeFazio for the extra monies that allowed 75 additional cadets to attend cultural immersion trips and an additional 62 cadets to participate in the language immersion program.

The next topic was devoted to academic and scholastic achievement. Eighty-seven (87) cadets have been awarded graduate scholarships with one selected a Rhodes Scholar. In fact, all three service academies had Rhodes Scholars, making the military account for 11% of this year's American Rhodes Scholars. In addition, this year's Cadet Wing Commander is going to Oxford next year and there are 15 graduates going on to medical school. Senator Bennett asked if graduate school adds to their commitment to the Air Force, and Gen Regni replied that the commitments run concurrently with other commitments, such as pilot training. Congressman DeFazio asked if these students took pressure off the Graduate Studies Program, and Gen Regni responded that it did not and that 20-35 more new USAFA graduates are needed to maintain a healthy pipeline for future USAFA military faculty. He also spoke about budget issues facing the Graduate Scholarship Program and estimated that the program required 12 million dollars to fix.

Gen Regni then discussed the Air Force specialties of the graduating class. Consistent with previous classes, 535 cadets are going to pilot training. Over 50% of the class will graduate with engineering degrees; several of these graduates will enter career fields related to cyberspace.

The Class of 2012 is being finalized. There were 9,000 applicants with 1,111 having accepted their appointment. An extra 181 will come from the Prep School, and an additional 29 have yet to accept their appointment. The Superintendent said he expects about 1,325 to start in the fall. About 22%, or 287, will be minorities, and roughly the same percentage will be female. Mr. Isaacson asked if the 9,000 figure (for the number of applicants) was standard, and

Gen Regni replied that it is about that number each year at the Air Force Academy and West Point, while the Naval Academy tends to get about 12,000 applicants per year. He did say that this year's applicant pool was about 1% lower than in previous years, but of the ones who did apply, there were 100 more qualified applicants than normal.

Upon the conclusion of the update, several questions were asked. The Chair asked why the Association of Graduates (AOG) did not brief. Gen Regni replied that the Capital Campaign was the reason they had historically briefed the BoV. Now that the campaign has concluded, he did not see a reason for an AOG rep to brief the BoV. Gen Regni stated he would be meeting with the AOG to see where the alumni association is in figuring out its primary responsibilities in supporting the Academy. In addition, he said there are a total of seven foundations that support the Academy and that the newest, the Academy Endowment, has secured over 6 million dollars. He added he intends to brief the Board in July on his capital projects, with the first one being the Character and Leadership Development Center.

Senator Allard then asked the Superintendent to review the academic credentials and scholastic achievement of the entering class. Gen Regni replied that the average SAT score for the incoming class is 1300 and has 123 valedictorians. In addition, the average high school GPA is 3.86. He also said this is about the same level from year to year. He predicted that with the new Diversity Plan, there may be shifts in the numbers at the lower and higher ends of the distribution in coming years.

Next, the Superintendent indicated that the Class of 2010 has some academic trouble areas. He stated that there are some tough decisions coming because these cadets are approaching the point where, if they are disenrolled, they will owe the Air Force at least two years of service. So their academic process is being carefully monitored.

Dr. Jaquish then asked Gen Regni about how cadets integrate back into military life after spending a semester in cultural and language immersion programs at a civilian institution. He responded that the programs are set up during the summer after their sophomore year and that the Academy -- along with the other service academies -- has determined this is the best time, since they would not be missing military training opportunities that summer. In addition, they are upper echelon cadets who take leadership roles in the cadet wing. Dr. Jaquish then asked if more cadets would be attending these opportunities, and Gen Regni said they are looking at more than 600 cadets in some type of immersion course every semester. Senator Bennett asked for clarification on what majors the cadets are in and the Superintendent explained that they are in various majors. Mr. Isaacson asked for more information on the number of senior military faculty being less than half the requirement and Gen Regni said he feels it needs to be increased again. Brig Gen Born added that with AFI 36-3501 just getting published, the Academy has the authority to raise manning from the current 7% of the faculty being senior military to the 15% they are authorized. In addition, Gen Regni said that Senator Nelson recently helped to get the permanent professor number increased from 22 to 25. Dr. Jaquish asked how the additional professors will be used, and the response was that one was going to the Commandant, one for the Vice Dean and the last one would be assigned where they are qualified and needed.

The Chair expressed disappointment in the numbers of African-American cadets having decreased from 30 being directly entered to the Academy when he took the Chair position to 27 this year. He believes that the problem lies with 26 Congressional districts making zero nominations and 63 making only one or two. He also said that 50% of those districts are heavily African-American and that the lack of a diversity plan in the past contributed to the problem but now that the Academy has one in place, funding becomes a major priority. He said that the Air Force and Congress is not getting to those minority children early enough to get them interested in the Academy.

Non-Profit Federally Chartered Corporation Update:

Mr. McDade began by saying that the Academy came up with 15 business objectives which were seen as essential in giving the Athletic Department the flexibility it needs to be competitive with other universities throughout the nation. After analyzing federal and state chartered options, they found that the federal charter was the closest to meeting those objectives. He also updated the Board that the Secretary of the Air Force and Chief of Staff both approved the plan and it was entered into the unified legislative and budget process with the Office of the Secretary of Defense. This is a 2-year process meaning it will appear in the Fiscal Year 2011 legislative proposals. He then added that Congressman Robin Hayes had this proposal redirected to the House Judiciary Committee, which has a moratorium on federally chartered corporations. The Judiciary also said it needed to be moved to a Title 36 entity from Title 10. Mr. McDade further explained that Congressman Hayes is pushing to support the Academy in this endeavor and that they need the Judiciary Committee to provide an answer on whether this proposal can be established.

The Chair then asked who is responsible for these charters, and Mr. McDade replied, "the Citizenship, Refugee, Border Security and International Law Subcommittee." The Chair then went on to emphasize the need to get this corporation started for the Academy.

Dr. Jaquish asked Mr. McDade what else the Board could do. Mr. McDade said he would be able to brief any members of Congress that requested a briefing. Mr. Isaacson then noted that he would like to see a resolution by the Board on this. The Chair indicated he would like to pass a motion by the board but asked Mr. McDade to provide more detail. Mr. McDade started with the moratorium from the Judiciary Committee being a result of Congressman Barney Frank's concerns about the purpose of these organizations and legal liability issues that were raised by other organizations of this type. The other point Mr. McDade made was that this charter provides significant authority to raise funds and that it needs a great deal of oversight. Mr. McDade reiterated that this proposal covers that concern and has a defined purpose to allow the Academy to compete with other Division I sports organizations.

Dr. Jaquish asked what his assessment of the chances of piercing the moratorium was and Mr. McDade replied that the Air Force has made a solid argument and the chances are good. In addition, he stated that this concept could later be applied to the other academies if it works for the Air Force Academy. Dr. Jaquish then asked if this proposal is framed to include all athletic programs, including intramurals, and Mr. McDade replied that it does. Mr. Scribante asked about the part of the proposal that would allow this corporation to make loans to the cadets. Mr. McDade stated that there are currently prohibitions in place and that this part of the proposal, while an exception to policy, would give the flexibility to look at these on a case-by-case basis while ensuring complete transparency to the Congressional and Air Force oversight.

Senator Winters then asked what Plan B would be. His reply was that they would have to go back to see what it would take to meet the objectives as a Title 10 entity. He clarified that this would be a non-appropriated funds instrumentality (NAFI), but it is undesirable because it is treated as a private organization which has several restrictions.

General McNabb then reiterated his support for the proposal. The Chair made a motion that the U.S. Congress establish the charter and it passed unanimously.

Force Development Initiatives:

Mr. McDade reviewed the efforts to synchronize training at all commissioning sources. The result is that, regardless of commissioning source, every new officer will have the same institutional competencies as any other new officer. He also explained that "deliberate development" is being adopted across the Air Force to enable all training, education and assignments to operate from a common framework. He stated that the Academy has helped

lead the way in this effort.

Mr. McDade added the Chief of Staff wants the Air Force to move towards funding faculty pipeline advanced degree programs for the next five years. If approved, advanced degree education for future Air Force educators will be funded at 100%.

Diversity Plan:

Col Cleaves began by stating that he has codified their processes to explain how they are supporting diversity in the Admissions Office. He also reviewed his plan to integrate the efforts of the offices under him by going over his goals. Col Cleaves stated that to increase diversity and name recognition for the Academy amongst young people, parents, teachers, guidance counselors, and others who influence young people need to know more about the Academy. He also stated the need for a measure of effectiveness to see how the Diversity Plan is working.

Col Cleaves added that the Academy is interested in talent from all parts of the country, but that it is important to open the aperture for how the applicants are looked at. He also mentioned that because of the small numbers of minorities, losing even one is significant.

He then stated that there are 1,644 admission liaison officers (ALOs) throughout the country who are expected to focus on diversity. Another avenue Col Cleaves is working is to help get the word out to agencies like the Boys and Girls Clubs so that liaison officers can talk to young people about the Academy. The next program he reviewed was the Diversity Visitation Program in which the Academy hosts about 20 kids to see the Academy, get familiar with cadet life and how the Academy is interested in their success. He wants to increase that to 100 kids next year. Col Cleaves also reiterated the need to get to kids early in their high school years to ensure the interested ones focus on what needs to be done to get into the Academy.

Col Cleaves explained that he established the Diversity Advisory Panel to oversee the ALOs through senior liaisons who manage a region. His office ensures senior liaisons and ALOs are current on diversity issues.

He summarized by saying that his area has made sure to synchronize efforts with the strategic plan to increase diversity. The Chair then reiterated his concerns about zero and low nomination districts inhibiting diversity, especially when compared to other universities nationwide. He stated that this effort needs to come from all levels of the DoD and he wants the Board to help be a catalyst. General McNabb then voiced his support for diversity and said that working to achieve diversity is a continuing effort. The Chair's final comment was that the Naval Academy created a new position, the Head of Diversity, which reports directly to the Superintendent. The Chair said it will be interesting to see how this new construct works for the Naval Academy in the future.

Ms. Ross then asked how diverse the liaison officer force is. Col Cleaves replied that this is one area in which the Diversity Advisory Panel is actively engaged. Senator Winters then asked about the economic issues with getting liaison officers, who are volunteers, out in the communities more. Col Cleaves said this is a significant issue since civilian jobs, family issues and the rising gas prices are complicating their efforts. Col Cleaves mentioned that retirement points and man-days are used to increase the time available for liaison officers to engage with the communities. The Chair then stated that having a liaison officer that young people can relate to is critical. For instance, if the community is comprised of 36% Spanish speakers, then there needs to be a significant percentage of the area's ALOs who are also Spanish speakers.

Eisenhower Center for Space and Defense Studies:

Ambassador Roger Harrison began by stating that the focus of the Eisenhower Center is development of future aerospace leaders who are educated on space. In order to do this,

cadets are included in all aspects of the center. They plan, coordinate, and participate in events. Annual workshops are held on the following topics: Space Situational Awareness, Future in Space Commerce, Old Space and New Space, and Space Power Generation. He also spoke about utilizing their web site to allow past cadet's who had participated in the Summer Space Seminar to keep in contact with new cadets and inspire them as well. In terms of funding, Ambassador Harrison mentioned that the center makes every attempt to be self-sufficient and not rely on funds from the Academy. This is done through grants and assistance from various government agencies. The Center intends to continue its efforts through the following programs: the Summer Space Seminar, the China, Space and Strategy Seminar, the Space Deterrence Seminar, the Space Situational Awareness Seminar, the National Space Forum and a Space Educational Workshop in 2009.

Academic and Course of Instruction Subcommittee Update:

Dr. Jaquish reviewed progress on 2009's accreditation and said her subcommittee is expecting a preliminary report from the Academy's self-study in January 2009 to gauge their progress towards accreditation. She then discussed the problems with the Academy's transition from a .mil to a .edu system. The subcommittee is concerned that these problems will impact cadet's educational opportunities and hinders their competency in state-of-art technology in air, space, and cyberspace. Gen Regni responded that the Academy is working with the Air Education and Training Command to resolve the technical and manpower issues associated with the transition. General McNabb then stated this has become a special interest item for the Air Force to resolve.

Admissions and Graduation Subcommittee Update:

Mr. Scribante updated the Board on the development of the Gallup Character and Leadership Tool. He reviewed the need to consistently recognize, define and assess Leadership Character in the candidates for acceptance into USAFA. This proven process has been employed in Industry for the past forty years and will greatly benefit USAFA and the AF. He stated that Gallup is in the second stage of developing the assessment tool and is presently working to obtain the required validation approval and the funding to begin the implementation process. This tool will compliment the present admissions process.

Air Force Combatives Center of Excellence:

Colonel William Walker stated that the Academy believes the Combatives Center of Excellence should be located on its grounds. The center would teach two modules: ground fighting/grappling and standing fighting. The reasons the Air Force needs the center are that we want to define and formalize what Air Force Combatives are and we want to decrease reliance on the Army's program. The goals are to train instructors and standardize the program for all Air Force members. The reasons it should be at the Academy are the expertise already exists there, an accredited physical education department is in place, existing facilities that can accommodate the new program, and synergies can be brought to bear from teaming up the center with the physical education department to continually bring cutting-edge techniques from programs like wrestling, boxing, judo, etc. Col Walker said that the main limiting factor is manpower. Funding is not a large obstacle since that money would mainly be used to keep equipment maintained and up-to-date.

Congressional Nominations Subcommittee Update:

The Chair reported on behalf of this subcommittee by stating that one of the challenges that need to be addressed is the zero/low nomination districts. Senator Bennett suggested going straight to the Congressional members from those districts to find out how best to solve the problem. Congressman DeFazio then mentioned that one problem he encounters is that many schools have cut back on counselors so an avenue for communicating to students has been cut off. The Chair also said that the process begins when the students are in the eighth grade to ensure they do the things they need for a competitive application to the Academy.

Character and Leadership Subcommittee Update:

Mr. Isaacson reported on a conference call a month ago about a Catholic League protest to a film being shown at the Academy. Mr. Isaacson congratulated Gen Regni for defusing the issue and getting the Catholic League to cancel their planned protest of the film. He also mentioned that an update on the Character and Leadership Education and Training Program this summer would be appropriate.

Closing Remarks:

The Chair thanked members from the Air Staff for their administrative support. He also thanked Senator Winters for assuming the chair position on the Infrastructure and Resources Subcommittee.

Schedule of Future Meetings in 2008:

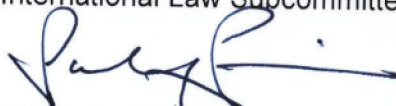
Projected dates and locations are: 18-19 July 2008 at USAFA (Fri & Sat); 11 December 2008 in Washington, D.C. (Thurs)

SUMMARY OF MOTIONS

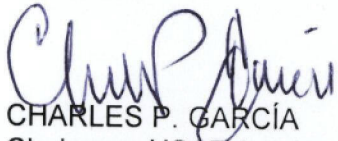
1. The motion was made, seconded, and passed unanimously to accept the minutes of the 10-11 January 2008 USAFA BoV meeting as presented.
2. The motion was made, seconded, and passed unanimously to pass the charter with no changes.
3. The motion was made, seconded, and passed unanimously to work with the US Congress and establish a Non-Profit Federally Chartered Corporation for the Academy's Athletic Department.

SUMMARY OF FOLLOW-ON ACTIONS

1. Provide Congresswoman Sanchez the Judiciary Subcommittee that the NPFCC falls under (A1D). Note: Answer was provided later the same day. It belonged to the Citizenship, Refugee, Border Security and International Law Subcommittee.


PAUL A. PRICE, Col, USAF
Executive Secretary

APPROVED:

A handwritten signature in blue ink, appearing to read "Charles P. Garcia". The signature is written in a cursive style with a large initial "C".

CHARLES P. GARCÍA
Chairman, USAF Academy Board of Visitors