

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

1 October 2009

**Approved by the
USAFA BOARD OF VISITORS
2 November 2009**

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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 0800 on Thursday, 1 October 2009.

ATTENDANCE

MEMBERS PRESENT:

Mr. Charles García (Chair)
Mr. A.J. Scribante (Vice Chair)
Senator Ben Nelson (D-NE)
Senator Bob Bennett (R-UT)
Senator James Inhofe (R-OK)
Representative Loretta Sanchez (D-CA)
Representative Doug Lamborn (R-CO)
Representative Niki Tsongas (D-MA)
Representative Jared Polis (D-CO)
Honorable Robin Hayes
Ambassador Susan Schwab
Mr. Terry Isaacson
Ms. Susan Ross
Dr. Richard Tubb

MEMBERS ABSENT:

None

AIR FORCE SENIOR STAFF:

Honorable Michael B. Donley, Secretary of the Air Force
Honorable Daniel Ginsberg, Assistant Secretary of the Air Force for Manpower and Reserve Affairs
Lieutenant General Richard Y. Newton III, Deputy Chief of Staff, Manpower and Personnel
Ms. B.J. Barger, USAFA BoV Designated Federal Official (DFO)
Mr. Dave French, USAFA BoV Alternate Designated Federal Official (DFO)

USAFA SENIOR STAFF:

Lt Gen Michael Gould, Superintendent
Brig Gen Samuel Cox, Commandant of Cadets
Brig Gen Dana Born, Dean of the Faculty
Dr. Hans Mueh, Director of Athletics
Col Chevalier Cleaves, Director of Admissions

BoV EXECUTIVE SECRETARY:

Col Vic Sowers (AF/A1DO)

Opening Comments

The Chair opened the meeting with introductions of the attendees and requested each member to introduce themselves. Following introductions, the member's were released to attend their subcommittee meetings.

Ethics Briefing

Upon reconvening from the subcommittee meetings, the Board was provided their federally required ethics briefing. This was presented by Mr. Bruce Brown from the Secretary of the Air Force's General Council. He reviewed the most current rules for member's serving on federal advisory boards throughout the government.

Admissions Liaison Officer (ALO) Briefing

The Chair introduced the Admissions Liaison Officers (ALO), Lieutenant Colonel Joseph Calderon and Lieutenant Colonel Alfredo Sandoval. This briefing was an update and progress report on the Air Force Academy's ALO program and on the subject of diversity. First, the speakers discussed the newly approved Air Force definition of diversity. They also covered its focus on inclusiveness and its application to ALO duties. They explained that diversity is a proven national security imperative and that our Air Force must better reflect society in order to meet future global challenges.

The officers discussed how the ALO program headed up by the Director of Admissions Colonel Chevy Cleaves, spearheaded the academy's diversity push and established the first ever Diversity Advisory Panel (DAP). This panel's sole purpose was to focus on strategic initiatives in order to improve the low diversity numbers entering the cadet wing in recent years. Some of the specific initiatives adopted were: Re-focusing on mentoring, expansion of the Diversity Visitation Program and Summer Seminar Programs, enhancing the diversity 2nd Lieutenant program, creating a College Board tutoring initiative (partnership with graduate volunteers) and instituting a new marketing direction to target the "Y" generation.

Lt. Col. Calderon and Lt. Col. Sandoval made four specific recommendations:

1. Protect and fund USAFA diversity; continue to develop and expand effective outreach programs;
2. Create and fund the Chief Diversity Officer (CDO) at a flag rank level;
3. Foster relationships with key congressional members and caucuses; and,
4. Establish diversity as an institutional and holistically valued attribute - partnership with Academy's Character and Leadership Development Division.

After this briefing, the Board went into a closed session for a character update briefing.

Superintendent's Update

Lt Gen Gould explained that the foundation for everything done at USAFA is respect for each other, respect among the faculty and the senior leadership. He discussed the drive to get cadets thinking about the joint interagency-coalition hybrid war they will be entering when they

commission to have the cadets ready to lead when they leave USAFA. He also described the need to start getting USAFA's story in the press in larger ways to ensure a solid image of USAFA in the public. In light of that, the Superintendent discussed his plans to use the media to cover large events like Parent's Weekend, Science, Engineering, Technology and Math Conferences, and sporting events to help build a more positive public image.

USAFA Metrics Review

The Superintendent noted that the Class of 2013 is more diverse than ever before. Next, Dr. Mueh provided some information on the Athletic Department. He noted that the cadets had the highest Physical Fitness Test scores in history this year and that there were fewer disenrollments for physical fitness deficiencies than in recent years. Brig Gen Born then briefed that the recently graduated Class of 2009 had the highest average GPA in 16 years, with 60% of the cadets on the Dean's List. Brig Gen Cox briefed that over 500 cadets had violated the honor code, but 4 out of 5 were successful after 6 months probation and were retained. Of those, there is only a 1% recidivism rate, indicating great success in the rehabilitation program. Lt Gen Gould ended the briefing noting that the Academy and the Air Staff are working together to review and rewrite the metrics program.

Character Assessment Tool (CAT)

Colonel Therianos reported on the Character and Leadership Assessment Tool status that began testing with the basic cadets over the summer Basic Cadet Training course. He noted that this tool is a long term project with a \$1.8 million budget over the FYDP, and it will take several years to validate and fully implement. He stated that preliminary results showed a correlation between scores on the CAT with self-reported measures taken on cheating acceptability behaviors. He also mentioned that those who self-eliminated from basic often had lower CAT scores, indicating some possible proof of reliability in character measurement. In addition, Colonel Therianos stated that this was only a first test and that there are still several levels of validation in research standards, construct validity and determining how it relates to other character and leadership assessment tests before it can be deemed appropriate for full implementation. His estimate is that it will most likely be 2015 before there is full implementation.

Diversity Update

The Superintendent provided a breakdown of the gender of cadets, noting that USAFA has 19% female cadets currently. He highlighted some deficiencies in certain ethnic categories and stated that he believes there is still some work to do in diversity recruiting to get USAFA to better mirror society. Colonel Cleaves sees great improvement in admissions. He believes USAFA is doing well in bringing in more diversity, but successfully graduating and commissioning more diverse cadets is dependent on providing the cadets the support to ensure they retain them.

Brig Gen Cox then briefed some details on several outreach programs, including: Grassroots, where cadets spend one extra day after Thanksgiving in their hometown to talk to local students about USAFA; summer seminars, where potential cadets come to USAFA for visits; and, sponsoring USAFA visits from basic military trainees who may one day decide to become USAFA cadets.

Brig Gen Born briefed several areas of progress in faculty diversity and the commitment USAFA has in working with organizations like the Association of Black Engineers and the Association of Hispanic Engineers. She noted that the recent accreditation looked at diversity in

April 2009 and found that, since 1999, USAFA has had an overall increase from 14% female faculty to 22% in 2009. She did note challenges in recruiting more ethnically diverse faculty.

Dr. Mueh discussed initiatives like Adopt-A-School and community outreach activities to get USAFA athletes into the community. They also have summer camps for young kids to expose them to USAFA over the summers.

Academic and Course of Instruction Subcommittee Update

Ms. Sue Ross relayed that her subcommittee concentrated on faculty manning and development during their meeting. She mentioned that the Graduate School Program, which sends USAFA graduates to Graduate School to then come back and teach, is still underfunded by approximately 15 positions. Brig Gen Born explained that the teaching position reductions that have affected USAFA are mitigated mostly with reservists and emergency hires.

Congressional Nominations Subcommittee Update

Congresswoman Sanchez mentioned that Congressional members who tend not to nominate to USAFA also do not nominate to other Academy's. She also mentioned that minority Congress members tend to have the lowest nomination rates. She made the point that many of the potential candidates in those Congressional member's districts do not seem to get reached early enough to make themselves competitive for a military academy. Specifically, they need to begin their preparations in the eighth grade, which means they need to be educated about the military and the Academy's earlier. Congresswoman Sanchez concluded that an ideal place to start would be a pilot program from DoD to get Congressional staffs educated on the process and to lay the groundwork for a system they could use to advertise the Academy's in their districts.

Character and Leadership Subcommittee Update

Mr. Isaacson reviewed the areas of interest for the subcommittee: honor and ethics, respect, gender relations, religious tolerance, character and leadership programs. He added athletics programs and graduate relations. He discussed an ongoing review of the sanctions process in the Cadet Honor Handbook due to it being an interest item for the 30,000 USAFA graduates. He mentioned there is a sense of ownership of the Honor system amongst cadets. Mr. Isaacson also made a motion, which passed, to have his subcommittee meet at USAFA in November. His final comment was that the Air Force Academy Athletic Association legislation looks like it will pass both the HASC and SASC and appear in the next National Defense Authorization Act.

Admissions and Graduation Subcommittee Update

Mr. Scribante reviewed attendance at the subcommittee meeting. He then mentioned that the ability to measure character in the current admissions process continues to be highly subjective. However, it is one of the cornerstones of success cadets and officers and the Character Assessment Tool has great potential to make it more objective.

Infrastructure and Resources Subcommittee Update

Mr. Hayes began by stating that USAFA is a national treasure and that many of the buildings, which were built for 40 years of use, are now over 50 years old. He stated that funding maintenance and refurbishment is essential. In his role as chairman of the

subcommittee, he plans to apply his experience to evaluate the needs and help make sure they continue to get funded.

Closing Remarks

The Chairman closed the meeting with a discussion of the next meeting, which is scheduled for 10 December 2009 in Washington, DC. He also requested that member's provide him inputs for the semi-annual report. With that, he adjourned the meeting.

Schedule of Future Meetings in 2009

The final meeting date in 2009 is 10 December 2009 in DC (confirmed). Meetings in 2010 are to be determined.

Summary of Motions

A motion for the Character and Leadership Subcommittee to meet at USAFA in November was made. Motion was passed unanimously.

Summary of Follow-On Actions

Provide an electronic copy of the Cadet Honor Handbook to all members.



VIC SOWERS, Colonel, USAF
Executive Secretary

APPROVED:



CHARLES P. GARCÍA
Chairman, USAF Academy Board of Visitors