

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

20 November 2008

<p>Approved by the USAFA BOARD OF VISITORS 9 January 2009</p>
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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 0917 on Thursday, 20 November 2008. Subcommittee meetings were held earlier that morning.

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 Doug Lamborn (R-CO)
U.S. Representative Niki Tsongas (D-MA)
State Senator Jackie Winters (R-OR, District 10)
Mr. Terry Isaacson
Mr. A.J. Scribante
Ms. Susan Ross

MEMBERS ABSENT:

U.S. Representative Peter DeFazio (D-OR)
Mr. H. Gary Morse (resigned prior to this meeting)

AIR FORCE SENIOR STAFF:

The Honorable Mr. Ronald Winter, Principal Deputy to the Assistant Secretary of the Air Force
for Manpower and Reserve Affairs
General William Fraser III, Vice Chief of Staff
Mr. Joseph McDade, Director of Force Development
Ms. Barbara J. Barger, USAFA BoV Designated Federal Official
Mr. Dave French, USAFA BoV Alt Designated Federal Official

USAFA SENIOR STAFF:

Lt Gen John Regni, 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

SPECIAL GUESTS:

Col David LaRivee (USAFA/DFEG) – Previously deployed to Baghdad, Iraq
Lt Col Timothy Lawrence (USAFA/DFAS) – Previously deployed to Kabul, Afghanistan
Dr. Barry Fagin (Civilian – USAFA/DFCS) – Previously deployed to Aktobe, Kazakhstan
Capt Theresa White (USAFA/DFCE) – Previously deployed to Al Udeid, Qatar
Capt Seth Tribett (USAFA/DFF) – Previously deployed to Kabul, Afghanistan
Capt Sabine Peters (USAFA/DFF) (via Telecon) – Currently deployed to Camp Taji, Iraq

BoV EXECUTIVE SECRETARY:

Col Vic Sowers (AF/A1DO)

Opening Comments

The chair opened the meeting with the presentation for the Secretary of the Air Force Distinguished Public Service Award to an outgoing member, Senator Wayne Allard, for his service on the BoV since February 1999. Mr. Winter presided and presented the award on behalf of the Secretary of the Air Force which was followed by Gen Fraser's presentation of the Chief of Staff and Vice Chief of Staff coins and lastly, a presentation by Lt Gen Regni. Senator Allard expressed his appreciation to the BoV, the Air Force, and the Academy.

Chairman García noted that some congressional members would be coming in late and leaving early due to the voting schedule and as a result, the swearing in of the new member (Congresswoman Tsongas) would be delayed until later in the day. He then recognized the presence of Ms. Barbara Barger, Mr. Winter, and the members of the BoV. Mr. Winter introduced Gen Fraser, who represented the Chief of Staff. Lt Gen Regni concluded the introductions by introducing his staff.

Mr. García discussed the theme for the day--deployed faculty and an examination of the impacts and benefits. Dr. Jaquish discussed the purpose of the theme as an important part of the Academy's 2009 accreditation, specifically because of the unique situation of deployments and rapid turnover of faculty at military academies as compared to civilian institutions.

Old Business

Mr. García asked for comments about the minutes from the July 2008 meeting that were approved via email in September 2008. No comments were made.

New Business

Mr. García moved on to dates for the next meeting which is planned to be held at the Academy on 6-7 March 2009. Prospective meeting dates for May, July and October 2009 were discussed but further coordination will be required to solidify those dates.

Superintendent's Update

Lt Gen Regni began with an update on the Engineering Accreditation Commission and the Computing Accreditation Commission that accredited 10 of the Academy's engineering programs in October 2008. The accreditation is valid for the next 10 years. Notably, the accreditation identified no weaknesses or deficiencies.

The next topic was military manning of the Academy faculty. The Superintendent commented that overall, all majors and the athletic department have an overall P-1 (90% or higher level of manning). He also stated 100% of enlisted trainer positions will be filled by 2010. However, the Civil Engineering, Physics and English Departments are specific areas the Academy is watching in terms of manning and potential manning challenges.

Lt Gen Regni noted an area of concern is the Graduate Studies Programs. This program is designed to provide the Academy with future instructors with Masters or Ph.D.s. Due to funding challenges, the Air Force has only been able to fund 25% of 140 requested scholarships over the next several years which threatens to reduce the faculty manning. He asked the BoV continue to work with the Air Force to for more robust funding for these scholarships.

His next area of discussion was academics. The Superintendent told the BoV that 44% of cadets were on track for the Dean's List...including 48% of this year's freshmen. In terms of attrition, each class is lower than the previous five-year average so the Academy is on track to graduate about 1000 cadets each year over the next four years.

Lt Gen Regni introduced the new Commandant, Brig Gen Sam Cox, to discuss the Commandant's Challenge. This is an annual operational readiness exercise and inspection for the Cadet Wing. It includes tests in areas ranging from physical fitness, airmanship, deployment/expeditionary skills, academic knowledge, drill and ceremonies as well as various inspections. Lt Gen Regni was happy to report that physical fitness scores are at a 12-year high and that attrition as a result of physical fitness deficiency is at the bottom of the list of reasons for cadets leaving the Academy.

The Superintendent reviewed the status of the Colorado 501(c)(3) initiative that would provide the Academy's Athletic Department the ability to raise private funds to enhance athletic programs and thus competitive. The expectation is that the legislation will make it through the Secretary of the Air Force and Secretary of Defense by January and will be at Capitol Hill in February to meet the Congressionally set due date of 1 March 2009. Chairman García made a motion that Mr. Isaacson be designated the BoV point of contact for this issue which passed unanimously.

Dr. Jaquish voiced concerns with the Graduate Studies Program cuts and the additional restriction that the scholarships are mostly intended to send students to the Air Force Institute of Technology (AFIT). As this school provides mostly technical degrees, she noted non-technical degrees will become more difficult to come by amongst Air Force officers in the coming years. She made a motion to re-emphasize the BoV's support for these programs. This motion passed unanimously.

Lt Gen Regni began his wrap up by announcing the addition of a permanent professor position that was authorized by Congress this year and that the Dean of the Faculty is now in the process of filling. He also reviewed the Academy's extensive energy savings program. The intent is to make the school a net zero energy consumer by 2015 by using solar, hydroelectric, conversion of waste to energy, wind, and dry fermentation as energy sources. He also discussed the Class of 2013' which to date has 8386 applicants and 350 appointments. At the conclusion of Lt Gen Regni's presentation, he received comments from Senator Allard on the high quality of applicants his office screened and Mr. García's high regard for the energy initiatives.

Deployed Faculty Presentation

Brig Gen Born began by emphasizing the importance of a motivated and operationally current military faculty to provide the Air Force perspective to cadets. She also pointed out there are two classes that graduate every year...the Cadet Wing and the rotating faculty. She said the faculty's development and operational currency is extremely important to their development as officers. It helps them maintain their professional skills and promotion potential. However, Brig Gen Born also pointed out that deployments affect manning and results in the need to hire temporary instructors, pull staff from around the Academy to fill in, and increase class sizes. She then noted the biggest way the BoV can help is to continue to be engaged in this topic and prepared to lend their voice in helping to keep the Academy's faculty mission capable.

A teleconference was then initiated with Capt Sabine Peters, an instructor (German) at the Academy who is currently deployed to Camp Taji, Iraq teaching English to Iraqi officers in flight school. She provided the BoV some of her background and the living and working environment at her deployed location. She answered questions from the BoV about what she intends to bring back to Academy cadets. Specifically, Capt Peters intends to explain her appreciation for what the Air Force offers her and the cultural awareness she has learned in Iraq.

Upon the conclusion of teleconference, Congresswoman Tsongas was sworn in as a new BoV member by Mr. Winter.

After a lunch break, the BoV continued the deployed faculty presentation. Brig Gen Born began with a video presentation about deployed faculty, followed by an introduction of 5 previously deployed faculty members. Col LaRivee discussed bringing a sense of the importance of learning, an armed social sciences perspective and a perspective of what it is like for lieutenant in a deployed environment back to the cadets. Dr. Fagin mentioned that the lessons he brought home to the cadets were the need to break down stereotypes of Americans abroad, maintain flexibility and adaptability, and the need to win the hearts and minds of other cultures. As a result of his experiences, Lt Col Lawrence told the BoV that he makes sure cadets understand the importance of their Academy education and that the Afghan cadets are very similar to Air Force Academy cadets, but that they have a lifestyle of fear for being involved with the Afghan military when they go home. So, Air Force cadets should reflect on that and appreciate where they are from. Capt Tribett told the BoV he makes sure his cadets know how much fun he had in his deployment. Finally, Capt White discussed the need to be open to any possibility after graduating as she found herself as the Executive Officer in an Army company as a brand new second lieutenant during her deployment.

Dr. Jaquish asked the panel to discuss how they pass on their experiences. Col LaRivee said he focuses on the joint perspective while Dr. Fagin said there are several levels of experience from the technical to the overall cultural awareness. Mr. Isaacson expressed interest in how they were selected for deployment. Col LaRivee responded...selections can be voluntary but are mostly a product of how people are postured within the Air Force deployment cycle. Dr. Jaquish asked how the Academy coped with the panel's absences. The panel responded it was a mixture of other people in their section picking up duties, temporary hires, and utilizing staff members from other areas of the Academy.

Congressional Nominations Subcommittee Update

Congresswoman Sanchez began by explaining the focus of this subcommittee over the last few months has been on helping low and no nomination Congressional districts get the word out about the Academy. She assembled a small working group in Congress and with members from the Office of the Secretary of Defense to examine the issue. The consensus the subcommittee found amongst the continually underperforming districts was a willingness to get more nominees but difficulties in not having candidates with qualifying academic credentials. Some other issues she learned of were high schools not allowing recruiters on their campuses, difficulties in portraying diversity in the Air Force to potential minority applicants and parental influences in not wanting their children to join the military during war. She then discussed efforts in marketing the Academy in those districts and the initial analysis and determining solutions to get more applicants from underrepresented districts.

Infrastructure and Resources Subcommittee Update

State Senator Winters discussed her subcommittee's efforts to ensure adequate resources for the Academy to renovate its facilities. Her main concern is that the BoV continues to express its support for the Academy's 15-year "Fix USAFA" plan and ensure it remains an item of interest in the future.

Admissions and Graduation Subcommittee Update

Mr. Scribante provided an update on the Gallup Character Assessment Tool. It is funded and getting ready to enter implementation stage. The technicalities of creating the web site for applicant access to the tool are currently being worked.

Character and Leadership Subcommittee Update

Mr. Isaacson read the subcommittee's charter describing its responsibility to work with faculty and cadets and provide recommendations to the BoV about developing Character and Leadership programs. He mentioned the Leadership and Character Development Center is currently being designed and that funding and the hiring of a staff are being explored. He also asked for briefings on the status of honor cases and the continued progress of the Leadership and Character Development Center.

Academic and Course of Instruction Subcommittee Update

Dr. Jaquish opened by discussing the importance of the upcoming accreditation in April 2009 which only occurs every 10 years. She mentioned the subcommittee is reviewing the first three chapters of the Academy's self-study so they can gauge preparation by the Academy for this event. The fourth chapter is expected at the end of the month and the final chapter in mid-December. The subcommittee is analyzing the report and preparing comments for the BoV to provide the Academy by the end of December. Overall, Dr. Jaquish's assessment of the self-study is that the Academy is in an extremely good position to pass the accreditation.

Closing Remarks

Mr. García closed the meeting with the annual election of the BoV Chair and Vice Chair. Mr. García and Dr. Jaquish were re-elected for a third term as the Chair and Vice Chair, respectively. After the election, the open portion of the meeting concluded and the closed portion consisting of a Character and Discipline update and BoV administrative time began.

Schedule of Future Meetings in 2009

Projected dates for the next BoV: 6-7 March 2009 (Fri & Sat) at USAFA.

Proposed meeting dates for the rest of 2009 are:

May 2009 in DC (exact day and decision to hold this meeting TBD)

July 2009 at the USAFA (exact days TBD)

October 2009 in DC (exact day TBD)

Summary of Motions

1. Chairman García moved to make Terry Isaacson the BoV point of contact for the Academy Athletic Association's Colorado 501(c)(3) non-profit corporation initiative. Dr. Jaquish seconded and the motion was unanimously passed.
2. Dr. Jaquish moved to re-emphasize the BoV's support for the Graduate Studies Program. The motion was unanimously passed.
3. Chairman García and Vice Chair Jaquish were unanimously re-elected to their positions for a third one-year term.

Summary of Follow-On Actions

None.

A handwritten signature in brown ink, appearing to read "Vic Sowers". The signature is stylized with a large "V" and a long horizontal stroke at the end.

VIC SOWERS, Colonel, USAF
Executive Secretary

APPROVED:

A handwritten signature in black ink, appearing to read "Charles P. García". The signature is written in a cursive style.

CHARLES P. GARCÍA
Chairman, USAF Academy Board of Visitors