



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

16 October 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. This report covers the period from my last semi-annual report in February 2008 through the Board's 18-19 July 2008 meeting.

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 the Air Force's senior leadership at all our meetings. Their active involvement recognizes the importance of USAFA's mission and the responsibilities of this Board. The BoV is fully engaged in its oversight of USAFA on behalf of you and the President of the United States.

Since the last semi-annual report, Ms. Nancy Kudla's term expired and she was replaced by Ms. Susan Ross. Ms. Ross is a Class of 1983 USAFA graduate, retired Air Force colonel and has served as an instructor at the Academy as well. Additionally, Congressman Mark Udall resigned from the Board due to schedule limitations. Congresswoman Niki Tsongas replaced him on the BoV and we are proud to have her on the team with us.

The BoV subcommittees are helping the Board examine important areas needed to ensure the Academy successfully accomplishes its mission of producing leaders of character. The Congressional Nomination subcommittee, chaired by Congresswoman Loretta Sanchez, focuses 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. The Character and Leadership subcommittee, chaired by Mr. Terry Isaacson, provides the committee advice on USAFA's efforts to develop cadet's leadership skills. The Academics and Course of Instruction subcommittee, chaired by Dr. Gail Jaquish, is currently focused on USAFA's upcoming accreditation in April 2009 and the Admissions and Graduation subcommittee, chaired by Mr. A.J. Scribante, is looking at the Admissions Liaison Officer program to provide the Board insight into USAFA's efforts to enhance that program.

Finally, the Infrastructure and Resources subcommittee has a new chair, with State Senator Winters replacing the outgoing Ms. Kudla. This subcommittee is focused on the 15-year Fix USAFA plan that is currently underway at the Academy. All subcommittees and their members conduct information gathering and analysis between quarterly BoV meetings. At each BoV meeting held at USAFA, 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.

USAFA's Strategic Plan

The new USAFA Strategic Plan's purpose is to provide a flight plan for USAFA, while ensuring USAFA is in line with the Air Force Strategic Plan. To complement this effort, the Superintendent is developing an instruction describing how to implement, assess, and maintain the strategic plan as a living document. I am pleased to report that this plan's major goals involve enhancing faculty, staff and cadet diversity and that the development of the plan included substantial cadet involvement. The BoV believes the USAFA Strategic Plan is a positive step towards achieving further improvements at USAFA.

Evaluating the Academy

Under the superb leadership of Lieutenant General John Regni, USAFA has performed in an outstanding manner. As a public institution of higher learning, USAFA is ranked number 1 of 302 institutions in the Western United States. As a military organization, USAFA proved exemplary in its recent Air Force Inspector General Unit Compliance Inspection. On a scale of ratings ranging from Unsatisfactory, Marginal, Satisfactory, Excellent and Outstanding, USAFA garnered an overall "Excellent". In addition, the coveted and difficult to achieve "Outstanding" was earned in seven areas, five of which are directly related to sexual assault counseling and assistance and equal opportunity matters. I am confident that USAFA is poised to continue developing quality officers and leaders for our Air Force and the nation at large.

Character Assessment

The Character and Leadership Subcommittee continually reviews USAFA's focus on honor and ethics, gender relations, respect, religious tolerance, and character and leadership development programs. Mr. Isaacson personally met with Dr. Ervin Rokke (USAFA Chair for Character and Leadership), Dr. Richard Hughes (USAFA Transformation Chair), and three groups of cadets (honor representatives, intercollegiate athletes, and aviation cadets). He found consistent themes. First, cadets are very in tune with the changes that were made to the honor system this year, and there has been almost universal acceptance. He reported that overall cadets feel good about the Honor Code and accept ownership of the honor system. However, Mr. Isaacson also related that cadets believe consistency in how honor cases are handled and effective communication among the Superintendent, Commandant and cadet wing honor representatives will lead to better understanding and less cynicism among cadets. This impression was reinforced by comments made by cadets in sessions with the full membership of the BoV during the July 2008 Board meeting.

Consistent with the findings of the Unit Compliance Inspection, cadets interviewed by the BoV were unanimous on their assessment of the Academy's attention to maintaining healthy gender relations, preventing sexual harassment or assault, and the dangers of alcohol abuse. One cadet described these areas as "radioactive" and indicated that training programs addressing them are comprehensive. Similarly, cadets interviewed by the BoV believe their training experience thus far has focused on developing character and leadership skills that will be necessary when they become officers in the USAF.

The BoV also monitors and strongly supports the development of the Gallup Character and Leadership Tool. The Admissions and Graduation Sub-Committee of the BOV has led the way in bringing forth this Web-based tool for assessing the leadership and character of the cadets in the admissions process. The results of these interviews will compliment the present admissions process and enable the admissions department to better balance the external factors such as grades, athletics, and extracurricular activities, with innate character and leadership qualities when making admissions decisions. Gallup completed the data collection and analysis phase, and presented their results to an audience of Air Force leadership, which included Mr. Craig Duehring (SAF/MR), Mr. Tim Beyland from AF/A1, and Lieutenant General Regni. Based upon the presentation, Mr. Duehring made the decision to proceed forward with the program, complete the remaining development and initial training, and initiate interviews of applicants to USAFA. The Admissions and Graduation Sub-Committee will continue to monitor progress on this.

Character and Leadership Programs and Initiatives

Since November 2007, the Character and Leadership Subcommittee, working with Dr. Rokke and the Academy staff, encouraged an in depth review of current character and leadership programs as well as a progress report on USAFA's initiatives to integrate character development across all mission elements. That opportunity occurred during the July 2008 BoV meeting at the USAFA when a major portion of the Board's agenda was devoted to a discussion of character and leadership programs.

The framework for the discussion was an insightful presentation by Dr. Rokke followed by an engaging dialogue with members of the BoV. This "immersion" into the complexities of character development in today's increasingly complex world was greatly appreciated by the BoV. For the record, the details of Dr Rokke's presentation and questions and comments by individual BoV members are contained in the minutes of the July BoV meeting. However, the highlights and central "takeaways" from the discussion follow:

- Character and leadership development is the number one strategic goal of the USAFA Strategic Plan which was endorsed by the BoV in July 2007.
- Current character and leadership programs at the USAFA are impressive and nationally recognized for excellence.
- While the Center for Character Development, founded in 1993, has provided effective leadership in administering a wide range of character and leadership programs, there is a compelling case for an expanded center for character development in terms of programs, staffing and physical facilities.

- The changing nature of the profession of arms and the “millennial” generation of Cadets demand a continual evolution of character development programs at the USAFA.
- The core values of the Air Force and the USAFA—integrity first, service before self, and excellence in all we do—are imbedded in all character development programs and initiatives.
- The recently-released *United States Air Force Academy Character and Leadership Development Implementation Plan* provides a clear roadmap for the academic, research and physical expansion of the Center for Character Development. When successfully implemented, the USAFA’s character and leadership training programs, already highly acclaimed, are expected to move to the next level of excellence.

The BoV commends Lieutenant General Regni, Dr. Rokke, Brigadier General Desjardins and the USAFA leadership team for their unrelenting efforts to ensure character development becomes fully integrated across all mission elements of the Academy. Through direct interface with Cadets and Academy staff, the Character and Leadership Subcommittee will continue to assess the areas of honor and ethics, gender relations, respect, religious tolerance and the development of character and leadership training programs USAFA-wide.

Survival, Evasion, Rescue and Escape (SERE) Training

I am pleased at the progress both the Air Force and USAFA have made towards establishing SERE training at USAFA. USAFA has made significant progress towards the Chief of Staff's vision by activating a SERE operating location of the Air Force's SERE Center of Excellence at Fairchild AFB and training 643 cadets as instructors in a new combat survival training program.

With the expanding role of USAF forces in the ground war, the Chief of Staff has met that challenge by charging the Air Force to develop training that defines exactly what an Air Force combative is and ends the Air Force's reliance on Army training. In doing that, USAFA is poised to take leadership of this program with the Air Force Combatives Center of Excellence. This past summer, USAFA visited all the combatives training at OTS, ROTC and the Army Combatives Programs to develop their curriculum. Additionally, the AFCP working group will further discuss the establishment of a Center of Excellence at USAFA.

Language and Culture

USAFA’s emphasis on expanding cadet’s knowledge of foreign language and culture is outstanding. The BoV received an insightful briefing from Colonel Guenther Mueller, Permanent Professor and Department Head of Foreign Languages, on USAFA’s language and culture program. He compared USAFA’s various programs to national trends and discussed some of the guidance USAFA is receiving from the Air Force and the Department of Defense. He noted that the Air Force and USAFA are moving in the same direction as national trends, with an increased emphasis on foreign languages, particularly Chinese and Arabic. Colonel Mueller explained that his department is focused on strategic languages (Chinese, Arabic,

Russian, Farsi), and has been encouraging cadets to move in that direction for quite some time. He also explained that an increased number of cadets are taking language courses and participating in language and cultural immersion programs. This academic year approximately 600 cadets will travel to foreign countries, including Canada, Chile, France, Japan, Germany, Spain and, for the first time in USAFA's history, China, Morocco, and Russia. In addition, USAFA had a 33% increase in cadets minoring in foreign languages this year and the incoming freshmen will be the first class in which every cadet will take a foreign language. Mr. Joseph McDade, speaking as the Air Force senior language authority, informed us that his number one priority for 2008 was ensuring the Air Force has a sustainable language program. He said he's making sure the Air Force's \$450 million spent on culture and language programs in 2008 is the right investment based on a well-defined Air Force requirement. This commitment to language and culture from all levels of the Air Force is an extremely positive step towards expanding the breadth of experience and knowledge in the Air Force officer corps.

Fix USAFA

The BoV applauds the initiatives that General Regni and his staff are taking to fix, modernize and maintain USAFA's historically significant campus. During our meetings, USAFA provided briefings detailing how USAFA's 50-year-old facilities and infrastructure have started to fail. Specifically, parts of some bridges are falling down, and electrical, natural gas, water, and sewer pipelines must be upgraded or replaced. Many of the construction projects under the Fix USAFA initiative go beyond merely bringing facilities up to standard for communications wiring and facility layout. Some projects address critical safety issues, such as improvements to fire suppression sprinklers in the dorms and the library.

Lieutenant General Regni has informed the BoV that "the total 'FixUSAFA' cost is approximately \$950 million over the 15-year period." To cover these costs, the corporate Air Force provided \$50 million per year for the first five years but those funds need to be replicated for the final 10 years. His plan also includes an extra \$100 million for Falcon Stadium through private funding, but that money is not yet secured. Lieutenant General Regni is also working with engineers to develop cost saving solutions. The BoV will work with USAFA to help ensure the funding is available for this critically important project.

Athletics

The Air Force Academy Athletics Association (AFAAA) non-profit initiative is being refined after a Federally Chartered Non-Profit Corporation proposal proved to be non-tenable in Congress earlier this year. The Superintendent's most recent proposal is for a Colorado state chartered 501(c)(3); the Air Staff is carefully reviewing the proposal now prior to submitting it to Office of the Secretary of Defense (OSD) as an Omnibus legislative proposal. The current proposal seeks to fulfill the 2009 House Armed Service's Committee's Directive Report Language to create such a non-profit organization. If accepted, this initiative would ensure USAFA's Athletic Department remains competitive with other NCAA Division I teams through non-appropriated funds garnered from the sale of the USAFA logo, fund-raisers, donations, etc.

Under the current structure, USAFA's Athletic Department has significant restrictions imposed on its ability to fundraise and accept contributions. There are also federal restrictions on investment of the athletic association's reserve funds. Also, use of the Air Force Falcon logo for off-base sales and events is prohibited. Currently, the Air Force and USAFA are missing an

opportunity to fully capitalize on the popularity of the Falcon logo. The current non-profit proposal will provide operational flexibility and access to lines of credit, as well as increased opportunities and efficiencies.

The Director of Athletics explained that in the past the stumbling block to changing the athletic association's funding mechanism was uncertainty with how the Air Force would retain oversight of a stand-alone corporation. Bylaws that provide "clear control" on the part of the Superintendent, duties of the members on the board of directors, and appropriate oversight for the Secretary of the Air Force were built to ensure proper visibility of the non-profit corporation.

While USAFA continues to work through the Air Staff and OSD with the Congress, the Board of Visitors will continue to seek updates on this issue as we see it as critical to the continued success of USAFA athletics. The BoV unanimously moved to support this initiative in any way possible and see it is passed by Congress.

Force Development

The BoV was briefed on the ongoing 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. We are pleased to hear that this "deliberate development" is being adopted across the Air Force to enable all training, education and assignments to operate from a common framework and that USAFA has helped lead the way in this effort.

Accreditation in 2009

The BoV Academic and Course of Instruction Subcommittee is carefully monitoring USAFA's preparation for institutional re-accreditation in 2009. Accreditation by the Higher Learning Commission of the North Central Association of Colleges and Schools takes place once every ten years. The 2009 accreditation review process will require USAFA to demonstrate documentary evidence of meeting five major criteria areas defined by the Higher Learning Commission. The accreditation team site visit to USAFA is scheduled for April 27-29, 2009. The BoV Academic and Course of Instruction Subcommittee will review and comment on the "USAFA's Self Study" (the report which summarizes the Academy's evidence of satisfying all accreditation criteria) during the winter of 2008. Additionally, the BoV will be prepared to respond to potential inquiries from the accreditation review team in connection with its April 2009 visit to USAFA.

Faculty Sustainment

USAFA faculty is noted for its ability to develop well educated air force officers who exhibit leadership with integrity and character. For the third year in a row, USAFA faculty was rated #1 in the nation for instructor/professor accessibility, and USAFA achieved the #2 ranking within government in the military category for developing leaders of character. Consequently, recent departures from what the Academy has deemed to be its optimum faculty composition are cause for concern. It troubles the BoV that USAFA has had to recently increase class sizes to compensate for an overall shortage of instructors at the Academy. Furthermore, as a result of force shaping, USAFA lost 23 officers who were in the pipeline to become future military instructors and lost another 28 officers who were already on the faculty. At present, USAFA struggles to meet its ideal composition in the areas of senior military faculty and faculty diversity

(as traditionally defined by gender, race and ethnicity). In addition, as a result of a Headquarters Air Force decision to send officers to graduate school just prior to entering a teaching assignment, USAFA's Graduate Scholarship Program for brand new graduates was reduced from 35 to 2 in FY09.

USAFA currently has a visiting faculty program to partially address its faculty diversity concern; and when USAFA replaces or hires new instructors, it makes a concerted effort to attract a diverse pool of potential candidates. While USAFA constantly strives to achieve its ideal faculty mix of 75 percent military and 25 percent civilian faculty, the combination of force shaping and deployments into the operational Air Force make optimal faculty composition difficult to achieve on a stable basis. During the past year, 81 USAFA faculty members were deployed into the operational Air Force (across the range of academic disciplines at the Academy). Deployments have resulted in USAFA needing to fill faculty positions with reservists, international (i.e., foreign) faculty and with "emergency" hires, resulting in pressure upon current faculty to do more with less.

To maintain faculty excellence, USAFA emphasizes the importance of continuing to cultivate a pool of potential future faculty within the Air Force. At the May 2008 BoV meeting, the Board recommended that the Graduate Scholarship Program be reinstated to past levels and that additional slots be allocated in the next several years to offset the shortages that have occurred during prior years of cuts. As a result, the FY10 Graduate Scholarship Program has been funded for 15 slots. The BoV believes robust support of the Graduate Scholarship Program will help to reduce the future probability of USAFA academic departments finding themselves at mission failure, due to scarcity of advanced degree military Air force personnel available to serve as potential Academy faculty. On a positive note, the pipeline for master's degrees and PhDs continues to be funded for 70 slots in FY09 and 69 slots in FY10 which indicates a continuing emphasis on developing faculty. During the remainder of 2008, the BoV Academic & Course of Instruction Subcommittee will continue its inquiry into how faculty deployments impact faculty composition and its associated effects on the educational experiences of cadets at the Academy.

Diversity

Diversity in the cadet population is a key issue that the BoV monitors and actively engages on. The Admissions and Graduation Subcommittee is heavily involved with the Admissions Department at USAFA to help bolster the Academy Liaison Officer (ALO) program and to provide those Congressional members who nominate zero or low numbers of potential cadets each year. One program that subcommittee found effective is in Omaha, Nebraska. This program provides an enriched learning environment for African-American grade school and high school students. Another program we would like to benchmark for potential to improve USAFA diversity is the Carver Academy, founded by Annapolis graduate and former basketball player David Robinson. This program is specifically focused on taking underprivileged minority children at the grade school level and providing the right kind of educational environment to promote excellence. The BoV believes programs like these have a great potential for increasing diversity at USAFA.

The Air Force and USAFA have moved forward with a diversity plan and as part of that,

the Admissions Office is integrating its efforts between each area. These efforts are focused on providing name recognition for USAFA amongst young people, parents, teachers, guidance counselors, and others who influence young people. As part of this, the 1,644 ALOs throughout the country are expected to focus on diversity. In conjunction with the Admissions Office they are working to get the word out to agencies like the Boys and Girls Clubs so that liaison officers can talk to young people about USAFA. Another program we reviewed was the Diversity Visitation Program in which USAFA hosts about 20 kids to see the campus, get familiar with cadet life and how USAFA is interested in their success. USAFA wants to expand that to 100 kids next year. In addition, USAFA established the Diversity Advisory Panel to oversee the ALOs through senior, regional liaisons. This panel ensures senior liaisons and ALOs are current on diversity issues. The BoV is also pleased that the Air Force senior leadership has put full support to these measures and are actively engaged in finding further avenues for improving diversity.

Congressional Nominations

The BoV has done some informal information sharing with members of the Naval Academy and Military Academy BoVs on this topic. The purpose of these exchanges is to analyze low-nomination congressional districts, those with zero, one, or two nominations. There are four main goals: 1) identify areas that the service academies need to address to do a better job of providing qualified candidates to members of Congress from low-nomination districts; 2) identify areas that congressional members need to address in order to provide a full slate of candidates for service academy consideration; 3) identify “best practices” among the service academies in finding qualified candidates in low-nomination districts; and 4) identify “best practices” in selecting a diverse and a full slate of candidates for all service academies. We have developed a product showing low-congressional districts and their corresponding ALOs. This information is allowing the congressional nomination subcommittees of the various BoVs to reach out to congressional members and ALOs to increase nomination and identification of qualified service academy candidates. This is a critical component to improving diversity since many low/no nomination districts are heavily minority populated. We intend to focus our efforts to improve recruitment from these key demographics, and work with DoD who will develop best practices from all service academies and begin to target low nomination districts in a coordinated and comprehensive way.

The USAFA BoV Congressional Nomination chair, CW Sanchez met with CM Cummings from the Naval Academy BoV and together they approached congressional members from 19 low nomination districts who agreed to participate in a pilot program spearheaded by DoD to bring resources and best practices to bear on their respective districts to increase the annual number of nominations to all service academies from their respective districts.

Eisenhower Center for Space and Defense Studies

The BoV received a fascinating presentation from Ambassador Roger Harrison of the USAFA Eisenhower Center on its mission to develop future aerospace leaders. 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. 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. This is an excellent program that gives cadets hands on experience with emerging space technologies and policies.

Charter

The biannual publication of the BoV charter is currently in review at the Air Force and will be published by the October 2008 deadline with no changes from the current 2006 charter.

Vacancies on the Board of Visitors

At the present time, there is one vacancy on the BoV. 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 continue 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 Lieutenant General Regni and his staff in carrying out our collective responsibility to the Air Force and the American people.

Respectfully,



CHARLES P. GARCÍA
Chairman, USAFA Board of Visitors

cc:

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

Attachment:
Semi-Annual Report

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**USAFA BOARD OF VISITORS
MEMBERSHIP, COMPOSITION, AND TERMS
(as of 24 Jun 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

VACANT

* 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, 10-11 Jan 2008

**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 0840 on Thursday, 10 January 2008.

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 Doug Lamborn (R-CO)
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:

U.S. Representative Peter DeFazio (D-OR)
U.S. Representative Loretta Sanchez (D-CA)
One vacant seat (previously filled by Senator Tim Johnson who resigned)

AIR FORCE SENIOR STAFF:

The Honorable Mr. Craig Duehring, Assistant Secretary of the Air Force for Manpower and Reserve Affairs
Mr. Joseph McDade, Director of Force Development
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 Chevalier Cleaves, Director of Admissions
Col Thomas Philipkosky, Director of Plans and Programs
Mr. Johnny Whitaker, Director of Strategic Communications

SPECIAL GUESTS:

Lt Col Deborah McMurtrey, USAFA Civil Engineer
Mr. Barry Swanson, member of local press

BoV EXECUTIVE SECRETARY:

Col Paul Price (AF/A1DO)

OPENING COMMENTS

The BoV Chair, Mr. Charles García, announced that a quorum was present and acknowledged the presence of Mr. Dave French as the Designated Federal Officer (DFO). Mr. García explained the Board's most important role -- lending its intellectual capital as a trusted advisor to the Superintendent and working with the Air Staff and the Air Force Secretary to advance the mission of the Air Force Academy.

The Chair mentioned there is a vacancy on the Board that hopefully will be filled by a U.S. Senator with experience in higher education, which is in line with feedback and input from Academy leadership. Next, Mr. García described the critical work being accomplished by Congresswoman Loretta Sanchez and her Congressional Nomination Subcommittee. He also stated he had discussions with the chairpersons of the West Point and Annapolis BoVs. He said the Naval Academy BoV has created a congressional nomination subcommittee similar to ours, and that West Point is in the process of doing the same. The next step was for members from the three boards to meet to discuss this important area affecting admissions at all three schools.

After describing the day's agenda, Mr. García started with the administrative business of approving the minutes. Senator Allard made a motion to approve the minutes and Congressman Udall provided a second. There was no further discussion on this matter and the minutes were officially approved. Next, the Chair turned the floor over to Mr. French to discuss three changes that were required to the BoV Bylaws approved at the previous meeting. Mr. French pointed out that the changes primarily impacted the DFO and did not change the Board's day-to-day procedures. Following a couple comments from the members, the Board approved the revised version of the Bylaws. The Chair informed the members that the next meeting is scheduled for 8 May in Washington, D.C. He then reviewed the schedule of meetings for the remainder of 2008.

Chairman García recognized the distinguished guests who were present at the meeting. He welcomed the Assistant Secretary of the Air Force for Manpower and Reserve Affairs, the Honorable Craig Duehring. After noting that Mr. Duehring had recently been confirmed by the Senate, the Chair invited him to address the attendees. On behalf of the Secretary, Mr. Deuhring expressed how important the Air Force regards the U.S. Air Force Academy Board of Visitors. He commented on the remarkable attendance of the Board members and the outstanding work the committee has done. Mr. Deuhring stressed how the BoV's work is extremely relevant to the issues the Air Force is facing and how that work is appreciated throughout the highest echelons of our Service. He concluded by saying the Air Force leadership looks forwards to continuing its work with the BoV to do the "right thing for our Academy and for our Air Force."

Mr. García introduced Mr. Joseph McDade, representing the Air Force Chief of Staff. Mr. McDade expressed his appreciation for USAFA's leadership which has guided the Air Force Academy to #1 of 302 institutions in the West. As Director of Force Development, Mr. McDade also mentioned he shared USAFA's passion in developing future leaders for the Air Force.

After Mr. García acknowledged the presence of Mr. Barry Swanson, a member of the local press who had come to cover the BoV proceedings, Lieutenant General John Regni introduced his senior staff in attendance: Col Paul Ackerman, Academy Vice Superintendent; Brig Gen Susan Desjardins, Commandant of Cadets; Brig Gen Born, Dean of the Faculty; retired Brig Gen Dr. Hans Mueh, Director of Athletics; Col Chevalier Cleaves, Director of Admissions; Col Thomas Philipkosky, Director of Plans and Programs; and Mr. Johnny Whitaker, Director of Strategic Communications. He also introduced members of his executive support staff and officers assigned to his Commander's Action Group.

OLD BUSINESS

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

NEW BUSINESS

After outlining the BoV agenda, Mr. García introduced the meeting's theme: the role of the BoV in supporting the Air Force Academy's strategic vision. The floor was then turned over to Gen Regni.

Superintendent's USAFA Update:

Gen Regni opened his update by commenting how pleased he was with the level of BoV member attendance and participation at recent meetings of the Board. He shared that he was excited about the meeting agenda and its focus on the Air Force Academy. Gen Regni handed out copies of the strategic plans for both the Air Force and the Air Force Academy and stated how the two documents fit nicely together. He explained the four mission element leaders are in the process of developing strategic plans for their respective functional areas. The Superintendent described the institution's two largest growth industry areas: 1) language and culture and 2) Survival, Evasion, Rescue, and Escape (SERE) training.

When Chairman García asked if the intent was "to bring back SERE to the Academy," Gen Regni responded in the affirmative. The Superintendent also said, Combat Survival Training (CST) will be conducted at USAFA and the escape/evasion piece will be instructed by cadets with officer and enlisted assistance and supervision. He added there would not be a lot of emphasis on prisoner-of-war scenarios since cadets already receive a fair amount of instruction on the Code of Conduct. Time and attention will be concentrated on more relevant topics, such as hostage situations. Interrogations done under these scenarios will be conducted by the professional cadre from Fairchild Air Force Base. Gen Regni confirmed that the plan is for USAFA's new SERE training program to be fully operational in the summer of 2009.

Gen Desjardins provided additional details about the program and informed the BoV that approximately 600 cadets will be trained this summer and be full up by the summer of 2009. Gen Regni reiterated that the "resistance" piece will be done by the professional folks who are specifically trained to do it, and that cadets will not be involved in conducting this aspect of the training.

Gen Regni explained that his focus is really on the future, always looking five years out or more. In his estimation, the future of the Academy is "very bright," and the incoming Class of 2012 is a testament to that fact. However, he added that one area of concern is faculty sustainment. Due to the realities of Air Force force shaping, by 2010 USAFA will have some serious issues with not only the quantity of its military instructors but, more importantly, the quality and experience level. He described a situation where it is getting very difficult to get military instructors with the right types of degrees and from the right schools. Gen Regni mentioned the role the Air Force Education Requirements Board plays in providing educational opportunities for Air Force members to obtain masters and doctorate degrees which is required for the Air Force to maintain its technological and competitive edge and accomplish its mission. To illustrate the impact of recent budget cuts, the Superintendent described how the Academy's Graduate Scholarship Program had dwindled down from 35 scholarships a year to just 5. He ended this portion of his update by saying Gen Born would be providing a briefing later that morning which fully addressed faculty sustainment.

Air Force Academy Strategic Plan

The Superintendent then gave the floor to Col Thomas Philipkosky to discuss USAFA's strategic plan. Col Philipkosky gave a briefing on the recently finalized Air Force Academy Strategic Plan. After providing some history and background of previous strategic planning efforts, he explained how the current plan was developed and the direction USAFA hopes to move as an institution. He stated the purpose of the plan is to provide a flight plan for the Academy, while ensuring USAFA is in line with the Air Force Strategic Plan. To complement this effort, Gen Regni also tasked Col Philipkosky to develop an instruction describing how to implement, assess, and maintain the strategic plan as living document. Col Philipkosky said the plan has 3 Tier One outcomes and 19 Tier Two outcomes.

After Col Philipkosky stated one of USAFA's strategic goals is to enhance faculty, staff and cadet diversity, Mr. García asked whether there was an Air Force definition of diversity. This question led to a discussion of the Air Staff coordination of the Air Force Academy Diversity Plan. When the briefer fielded questions, Mr. Isaacson asked whether cadets had been involved in developing the plan. Col Philipkosky replied, "No, sir, the cadets were not."

Mr. García commented that he thought the USAFA Strategic Plan was very good, but inquired how the plan was integrated with the budget cycle. Gen Regni answered that the five-year plans that spring from their strategic plan will be used to build the program objective memorandum (POM). Chairman García suggested the BoV focus its future work around the plan's strategic goals and, at future BoV meetings, have with presentations linked to the goals to show how USAFA is doing on each goal.

Gen Regni re-addressed Mr. Isaacson's earlier question regarding cadet involvement in developing the strategic plan. The Superintendent explained that cadets were very much involved in the development of the USAFA Outcomes and the Officer Development System (ODS). Gen Desjardins later added the way the cadet wing is structured and the way cadets learn responsibilities make them take ownership and have an active role in the process. Therefore, cadets will be developing and implementing plans which will support and directly contribute to USAFA achieving its strategic goals and many of the specific Tier One and Tier Two outcomes.

Before concluding this agenda item, Chairman García opened the floor for additional questions, comments, or discussion. The members' comments regarding the Air Force Academy Strategic Plan were overwhelming positive. As a whole, the Board felt USAFA's plan was a very good start.

Faculty Sustainment Plan:

Before addressing faculty sustainment, Brig Gen Born wanted to re-emphasize that what faculty members do is all about "fostering and partnering with the cadets" to ensure their maximum development over the four-year period. She pointed out the impact the faculty has on cadet development. Gen Born noted that year after year exit surveys of graduates indicate faculty members have the greatest influence on cadets' ideas and their development. To reach the next level of excellence, Gen Born focused on having the right numbers, the right quality, and the right composition within her mission element.

Next, the Dean told the Board the next USAFA graduating class will include a Rhodes Scholar: Cadet First Class Hila Levy from Puerto Rico. Gen Born briefly outlined a few of Cadet Levy's numerous achievements -- currently number one in her senior class, ability to speak seven languages, Air Force Cadet Wing Executive Officer, deputy commander during the summer of 2007, and USAFA Student Scholar Program participant. Another cadet success mentioned was USAFA having the only student-built and operated satellite in the world -- Falcon Sat. Gen Born also noted the two faculty accomplishments of which she was most proud: 1) USAFA's #2 ranking in the government in the military category for developing leaders of character and 2) the faculty being rated #1 in the nation three years in a row for

instructor/professor accessibility.

The remainder of Gen Born's presentation focused on personnel structure and requirements needed for the faculty to meet USAFA's number one mission, developing leaders of character. Gen Born described USAFA's faculty requirement. Based on cadets taking 142 credit hours and 17 cadets per class section, USAFA has a requirement of 587 faculty members. This number is slightly higher than the current authorized strength of 563. To account for the difference, USAFA has moved toward slightly larger classes. For example, the class size right now for USAFA's core curriculum is 19. She then described the ideal faculty mix, which, according to the Dean, comes out to be 75 percent military and 25 percent civilian overall. She added another goal of USAFA is to have at least 50 percent of its faculty members holding a Ph.D. (Note: Most comparable universities are in the 90 percent range.) Gen Born said USAFA was well off its ideal composition in the areas of senior military faculty and faculty diversity as defined by gender and race/ethnicity. To address the lack of faculty diversity, the Academy has a visiting faculty program that brings in instructors from functional colleges, and when USAFA replaces or hires new instructors, it makes a concerted effort to attract the most diverse pool of potential candidates.

Gen Born informed the Board of a serious challenge USAFA faces with respect to bringing in Air Force officers to be faculty members. As a result of force shaping, USAFA lost 23 officers who were in the pipeline to become instructors and another 28 who were already on the faculty. In addition, USAFA's Graduate Scholarship Program was recently cut from 35 down to 5. To restore the instructor pipeline, the Dean recommended sending up to 100 graduating cadets directly to graduate school and significantly increasing the Air Force Educational Requirements Board's educational man-years figure. Gen Born said these two actions were needed to ensure USAFA continues its "upward spiral of excellence."

During the question-and-answer period, Senator Allard asked the Dean why military instructors were needed in the English Department. Gen Born replied that there was a "benefit of diversity from having a blend of military and civilian faculty." She mentioned the Air Force has validated that the model for the Air Force Academy is a faculty comprised primarily of military officers. These officers serve as role models to the cadets and to the junior officers on the faculty. Gen Born ended her presentation by describing -- at the request of Dr. Jaquish -- USAFA's ongoing research efforts. Gen Born said USAFA's research activity is well over \$40 million a year, up significantly from the 3 million-dollar figure in 2000. Today, USAFA has ten research centers and two institutes, and conducts research in diverse areas, such as energy, unmanned aerial vehicles, and satellite technology.

Mr. García thanked Gen Born for her presentation and concluded the morning session.

Fix USAFA Update:

The meeting resumed in the afternoon with Lt Col Deborah McMurtrey, USAFA Civil Engineer, giving a briefing on the Academy's infrastructure and facilities.

Col McMurtrey focused her briefing on the Fix USAFA initiative and the fiscal and infrastructure challenges the Academy is currently facing. She also provided insight into the Program Objective Memorandum (POM) funding process and USAFA's infrastructure requirements. The first point she made was that the Academy's 50-year-old facilities and infrastructure have started to fail. Specifically, parts of some bridges are falling down, and electrical, natural gas, water, and sewer pipelines must be upgraded or replaced. To make matters worse, Col McMurtrey explained that corporate Air Force indicated it would like to take \$35 million from the Academy in FY09 and FY10. She explained the impact of this cut would essentially take away her ability to provide a sprinkler system in the Vandenberg Hall cadet dormitory and properly upgrade to the Fairchild Hall cadet library. Col McMurtrey said the Fairchild Hall military construction (MILCON) project is a challenge for FY08; her total obligation authority for the project is \$15 million, while estimates came in at over \$22 million. She pointed

out that many of the construction projects under the Fix USAFA initiative go beyond merely bringing facilities up to standard for communications wiring and facility layout. Some addressed critical safety issues, such as having fire suppression sprinklers in the dorms and the library.

Gen Regni made a comment regarding the total projected cost of the Fix USAFA initiative. As far as funding goes, he said, "The total bill is about \$950 million over the 15-year period." He added the Academy has already secured \$50 million per year for the first five years, and he anticipated being able to execute the first third of the program. Chairman García commented that the BoV made an issue of the critical need for funding Fix USAFA in the Board's report to the Secretary of Defense. Mr. García then asked, "How can we help you now?" The Superintendent responded that right now the corporate process is delivering on the Academy's infrastructure needs. As for what was needed now, he said, "it would always help to reinforce it in your communications with the Secretary that this is a high-priority item that really needs to set the Academy up for the next 50 years."

Next, Senator Bennett voiced concern that the \$50 million per year figure for 15 years did not add up to the \$950 million cost Gen Regni had mentioned earlier. Gen Regni explained that USAFA has already received \$290 million within the first five years. If this is replicated with \$300 million over the next five years and another \$300 million over the final 5 years, the funded amount will approach \$900 million. He then added that the plan is to secure \$100 million for Falcon Stadium through private funding.

Col McMurtrey concluded her Fix USAFA Update, and Chairman García turned the floor over to Dr. Hans Mueh, USAFA Director of Athletics.

Director of Athletics Non-Profit Corporation Update:

Dr. Mueh provided an update on the significant progress USAFA and the Air Staff have made regarding the Non-Profit Federally Chartered Corporation (NPFCC) initiative. Dr. Mueh explained USAFA initially started out thinking along the lines of a 501(c)(3) model. However, it turned out, according to the business case analysis, that a federally chartered non-profit corporation -- the model used for the Smithsonian Institution and the Tennessee Valley Authority -- seemed to fit best and did everything a 501(c)(3) could do. Dr. Mueh said the timeline looked good in terms of approval by Air Staff two-letters and the Secretary of the Air Force.

Dr. Mueh described the rationale behind having the NPFCC funding mechanism. It will increase the revenue stream to help USAFA stay competitive at the NCAA Division I level. Under the current structure, USAFA's Athletic Department is not allowed to fund-raise nor directly take in donations and contributions. There are federal restrictions on investment of the athletic association's reserve funds. Also, use of the Air Force Falcon logo for off-base sales and events is prohibited. Currently, the Air Force and its Academy are missing an opportunity to fully capitalize on the popularity of the Falcon logo. Dr. Mueh said NPFCC will provide operational flexibility and access to lines of credit, as well as increased opportunities and efficiencies.

The Director of Athletics explained that in the past the stumbling block to changing the athletic association's funding mechanism was uncertainty with how the Air Force would retain oversight of a stand-alone corporation. For the NPFCC proposal, Dr. Mueh and his team have built into the bylaws "clear control" on the part of the Superintendent, the Air Force Academy, and the members on the board of directors that will oversee the non-profit corporation. Mr. Joseph McDade, Headquarters Air Force representative and Director of Force Development, added that the Secretary of the Air Force will also have oversight. Dr. Mueh then provided the "way ahead": Establish the board of directors, move roughly 130 people from the current non-appropriated funds (NAF) structure into the non-profit corporation, and set up endowments for coaching salaries.

Mr. Scribante asked Dr. Mueh, "How do you get donations and contributions now?" Dr.

Mueh replied that the money came in small amounts, generally \$500 or less. Gen Regni added that the money has to first go through the Association of Graduates and it's usually designated for a specific purpose, such as supporting a particular cadet club or activity. The money then gets handed over to the Academy after it becomes NAF money, which entails many restrictions. Mr. McDade stated, "The only way to do it is through federal legislation that's going to empower this group [the NPFCC] because it's an exception to a whole host of regulations." Mr. McDade informed the Board that the lawyers in AF/JA and SAF/GC and the Air Force financial management community were all in agreement that the NPFCC proposal looked good, while still providing appropriate oversight and operational flexibility. After Dr. Mueh concluded his presentation, Mr. García proposed an action item to have the NPFCC proposal briefed again as a follow-up at the next BoV meeting.

Cadet Focus Groups:

Chairman García adjourned the meeting and concluded the first day's "open" proceedings at 1436 MST. BoV members then met in closed session (Mr. French served as the DFO). The purpose of the closed session was to conduct cadet focus groups. The three focus groups consisted of: a NCAA Varsity Athletes Panel, a Cadet Leadership Panel, and a Female Cadets Panel.

Opening Comments (Day 2)

Chairman García opened the meeting and welcomed the members and other attendees back. After thanking Gen Regni and his wife for their hospitality the evening before, Mr. García recapped the previous day's business and then went over the current day's agenda.

Dr. Jaquish voiced serious concern with regard to the significant cut the USAFA Graduate Scholarship Program (GSP) has taken over the past two years. With this pipeline for preparing future faculty members severely diminished, she saw "an emerging problem that at some point in the future will materially impact the Academy in an adverse fashion." Knowing that a university is only as good as its faculty, Dr. Jaquish proposed the Board goes on record and takes a firm position stating it is important for the Air Force to reinstate the scholarships that were recently cut. Vice Chair Jaquish then made the following motion: In its next semi-annual report, the Board request the Graduate Scholarship Program be reinstated to past levels and that additional slots be allocated in the next two years to offset the shortage that has occurred in the previous two years. One BoV member seconded the motion, and all members voted in favor of approving the motion.

Chairman García asked whether there were any other comments or recommended actions from previous day's session. When no members responded, Mr. García opened with the first item on the Day 2 agenda.

Foreign Language Brief:

Col Guenther Mueller, Permanent Professor and Department Head of Foreign Languages, gave a presentation on USAFA's language and culture program. He compared USAFA's various programs to national trends and discussed some the guidance the Academy is receiving from the Air Force and the Department of Defense. He noted that the Air Force and the Academy are moving in the same direction as national trends, with an increased emphasis on foreign languages, particularly Chinese and Arabic. Col Mueller explained that his department is focused on strategic languages and has been encouraging cadets to move in that direction for quite some time.

Next, Col Mueller presented a slide showing increased number of cadets taking language courses and participating in language and cultural immersion programs. This academic year approximately 600 cadets will travel to foreign countries as part of the Academy's language and culture program. Col Mueller described these opportunities to travel

overseas and study abroad as the “crown jewel” of the program. He was of the opinion that there is nothing better for learning language and culture than going to and being immersed in a foreign country. He then displayed a world map depicting the numerous countries cadets have visited during the current school year. Senator Allard noted that USAFA’s program did not include countries in the Middle East. Col Mueller explained the reason for this was due to safety and security concerns for the cadets. Gen Born added that culture was infused throughout USAFA’s integrated curriculum, with cadets taking courses in world history, world religion, political sciences, and anthropology, for example.

Chairman García asked, “Do the cadets test for Air Force language proficiency?” Col Mueller said “yes” and added, “As of last year all our incoming cadets now take the Defense Language Aptitude Battery test.” Gen Regni then informed the Board that prior to graduation, cadets are given the Defense Language Proficiency Test to measure their comprehension, reading, and listening skills in a foreign language.

Col Mueller gave detailed descriptions of his department’s various language and culture programs. During the fall semester, cadets participating in the Cadet Semester Exchange Abroad Program went to military service academies in Canada, Chile, France, Japan, Germany, and Spain. For the first time in the Academy’s history, a total of 12 cadets attended civilian universities in China, Morocco, and Russia, as part of the Cadet Semester Study Abroad Program.

Mr. Isaacson asked, “How do cadets retain their language proficiency after graduation and how does the Air Force protect its investment?” Col Mueller responded, “It is a challenge.” This challenge is exacerbated by various demands on the officer’s time such as specialty skills training and PME attendance, the needs of the Air Force, the assignment system, and making all this timing work out. Mr. McDade, speaking as the Air Force senior language authority, addressed Mr. Isaacson’s question and said, “Sustainability, language, and culture are big issues.” Mr. McDade added that his number one priority for 2008 was ensuring the Air Force has a sustainable program. He said he’s making sure the Air Force’s \$450 million spent on culture and language programs in 2008 is the right investment based on a well-defined Air Force requirement.

State Senator Jackie Winters commented how limited U.S. citizens tend to be in their language skills when compared to people from other countries. Col Mueller agreed that lack of foreign language skills is a national problem, but said we’re getting better. He noted a promising DoD initiative looking at “ways to get some of these [language and culture] programs into elementary schools and the junior high school level to try and grow this interest.”

Col Mueller turned the floor over to Gen Born. Gen Born reported that since the early 1980’s USAFA has more than doubled the number of cadets learning a strategic language. She also stated that over of 600 cadets participate in language and cultural immersion programs each year. The other good news story, according to the Dean, was that USAFA has received a lot of funding from DoD for these programs. From 2006 through 2011, over \$21 million has been allocated to USAFA’s cultural immersion and language programs. However, the Dean said budget requirements are increasing due to greater costs for periodicals and books, rising civilian faculty salaries, and higher travel costs for faculty continuation training and development. Gen Born assured the Board the Academy is still a world-class university and that she and her instructors are “going to do things creatively within the law to be able to meet the mission.”

Dr. Jaquish asked Gen Born which area of the upcoming institutional accreditation most concerns USAFA. Gen Born replied, “One of the five criteria they’re going to look at is resources. That’s the one area of concern we have.” She said waiting for fall-out funds at the end of the year to meet validated requirements is not the way to operate, and this is likely to be flagged during next year’s accreditation. Gen Regni mentioned that getting this funding requirement into the POM is his objective -- one he has been working to achieve the past two

years.

Before calling the next speaker, Chairman García went over the remainder agenda items for Day 2. He said Mr. French will give an update on the Character Assessment Instrument contract with Gallup corporation. Next, the subcommittee chairs will provide their subcommittee updates. Following a working lunch, the next agenda item will be for the BoV members to meet with the last group of cadets, “hard-to-recruit” diverse cadets who have gone through the Prep School.

Character Assessment Instrument Update

Chairman García introduced the next speaker, Mr. Dave French. Mr. French provided an update on The Gallup Organization’s character assessment instrument. He explained that the assessment project was at the end of Phase One and Gallup had met with and interviewed several general officers, including the USAFA Superintendent and the commander of Air University. In addition, interviews were conducted with officers attending various levels of PME, USAFA cadets, and ROTC cadets. Mr. French said the next project milestone was for the Gallup project representatives to brief Air Force leadership (SAF/MR, AF/A1, and AF/A9) in late January. Mr. French described the next phase of the project. He said this phase would consist of building and testing the assessment instrument.

The first question Mr. French fielded came from Ms. Kudla. She asked, “How were and who set the standards for who was an appropriate leader model for the Air Force? She further inquired, “Was it based upon an assumption that the higher the rank, the more successful a leader you are?” Mr. French responded that it was not rank, as evidenced by the fact that cadets and officers of various ranks were interviewed. He answered that action officers in SAF/MR and AF/A1 compiled the list of officers to interview based on the types of military people Gallup wanted to interview.

Dr. Jaquish commented that for purpose of validation the assessment instrument should be tested on a population known to have come from a nontraditional background. She said this would test Gallup’s assumption that character and leadership are equally distributed across the population, independent of gender, socioeconomic level, race, and ethnicity. Dr. Jaquish also recommended that Mr. French encourage Gallup to think about developing this instrument in relation to the diversity issue, so that it can serve that purpose as well.

Mr. French emphasized the following point: Col Cleaves and his admissions team will analyze the character and leadership information -- obtained from Gallup’s instrument – and use it as they see fit in the admissions process. In other words, Gallup’s information is not going to be forced upon the Academy, it’s not going to be the “final” admissions decision, and it’s just one data point among many that Gen Regni will have and be able to look at.

Dr. Jaquish reiterated the importance of including and using people “whose origins might to be nontraditional” when modeling Gallup’s instrument. Chairman García then asked if the best senior enlisted leaders of the Air Force were interviewed by Gallup. Mr. French replied, “No. They did not interview the enlisted force.”

Ms. Kudla asked whether independent verification and validation was going to be applied to the work being performed by Gallup. She stated that “having independent verification and validation will be critical to the credibility of this application.” Mr. French answered that experts in this area at Pentagon and AF/A9, who area of expertise is analyses and assessments, will review the program and process being followed.

Before beginning the subcommittee update portion of the meeting, Chairman García mentioned that the BoV semi-annual report is due and reminded all subcommittee chairs to forward their inputs for the report. He then turned the floor over to the subcommittee chairs.

Congressional Nomination Subcommittee Update:

In absence of Representative Loretta Sanchez, Mr. García provided the Congressional Nomination Subcommittee Update. He described the initial conversations he had with Congressman John McCugh and Congressman Elijah Cummings, the congressional nomination subcommittee chairs for the West Point and Annapolis BoVs, respectively. Mr. García said issues were still being resolved regarding the legality of holding a joint meeting with members from the three service academy boards of visitors. Mr. García stated the purpose of this meeting is to analyze low-nomination congressional districts, those with zero, one, or two nominations. He then listed the four main goals: 1) identify areas that the service academies need to address to do a better job of providing qualified candidates to members of Congress from low-nomination districts; 2) identify areas that congressional members need to address in order to provide a full slate of candidates for service academy consideration; 3) identify “best practices” among the service academies in finding qualified candidates in low-nomination districts; and 4) identify “best practices” in selecting a diverse and full slate of candidates for all service academies.

Mr. García said the goal is to meet as a working group in Washington, D.C., prior to the May 08 BoV. This first meeting will be for data-gathering purposes. Currently, the USAFA and Annapolis BoVs have compiled their low-nomination congressional districts. West Point is in the process of gathering this same type of data. The working group will also create a data product showing low-congressional districts and their corresponding admissions liaison officers (ALOs). This information will allow the congressional nomination subcommittees of the various BoVs to reach out to congressional members and ALOs to increase nomination and identification of qualified service academy candidates. Mr. García added that the subcommittee also plans to review each service academy’s strategic plan for increasing diversity. The final area of review will focus on the respective service academy preparatory schools and their function in terms of diversity. Before concluding his update, Mr. García emphasized how critical it is to address the low-nomination and diversity issues with a joint effort that includes the service academies, the respective BoVs, and members of Congress. Senator Allard fully concurred with Mr. Chairman García that the right approach is everyone working together and pooling resources and information.

Character and Leadership Subcommittee Update:

Mr. Isaacson reported on the activities of his subcommittee since the last BoV meeting. In addition to looking at honor and ethics, Mr. Isaacson said his subcommittee members have examined gender relations, respect, religious tolerance, and character and leadership development programs. He shared that he had a very productive visit to the Academy in November. Mr. Isaacson met with Dr. Ervin Rokke (USAFA Chair for Character and Leadership), Mr. Richard Hughes, and three groups of cadets (honor representatives, intercollegiate athletes, and aviation cadets).

During his sessions with the cadets, Mr. Isaacson found three consistent themes. First, cadets are very in tune with the changes that were made to the honor system this year, and there has been almost universal acceptance. He reported that overall cadets feel good about the Honor Code and feel ownership of the honor system. Mr. Isaacson also related that cadets believe consistency in how honor cases are handled and greater communication will lead to better understanding and less cynicism among cadets. The other two themes were minor topics related to cadet perceptions. One dealt with the perception among some cadets that “it’s almost impossible to be disenrolled except for honor or an academic deficiency.” The other perception was that some cadets who are not physically or medically qualified are able to enter the Academy and graduate. Gen Regni replied that all entering appointees must be medically qualified to enter the Academy. The Superintendent said he and his leadership would look into the facts of specific cases if names were provided. Gen Regni assured the Board this

information would be treated sensitively.

At the conclusion of his update, Mr. Isaacson made a recommendation for the full board's consideration to have the Board receive a character and leadership update from USAFA. He also requested data on honor cases for the current academic year and the previous school year. This data product should also include how many cadets were disenrolled for honor and what information on these cases is being conveyed to the cadets in the wing.

Infrastructure and Resources Subcommittee Update:

Ms. Kudla opened her update by complimenting the Academy staff for being "very accommodating, cooperative and informed." She commented that it is heartening and encouraging to know that Lt Col McMurtrey and her staff are passionate about their commitment to ensuring resources and infrastructure are there for the Academy to support the cadets. Before giving further comments, Ms. Kudla invited State Senator Winters to provide her observations of the subcommittee's activities. Senator Winters brought up the issue of historic preservation concerns and how they impact the ongoing and future "Fix USAFA" construction projects. Senator Winters questioned whether 15 years was too long, considering the advanced age and poor condition of some of USAFA's infrastructure. She warned that this is something that Board must really stay on top of. Her last message was that funding for Fix USAFA must be fully secured, because "if you're robbing Peter to pay Paul, you're not going to achieve your objectives."

Mr. Scribante asked how the Academy was going to ensure the quality of work and construction for this 15-year project to avoid having the construction problems of Fairchild Hall's Consolidated Education and Training Facility. Gen Regni responded, "We expect to hold the Corps of Engineers accountable to make sure that we get quality construction." Gen Regni also mentioned the roles and responsibilities of Quality Assurance folks and The Civil Engineer of the Air Force, Maj Gen Del Eulberg. He ended his answer by saying that contract vehicles will be written with appropriate penalties and proper warranties.

Ms. Kudla then provided some her of observations and recommendations. She said Fix USAFA is off to a good start in terms of initial funding, but highlighted the need for the Board to remain vigilant throughout this entire process to aid USAFA in securing the required resources in the out-years. She alluded to some of the near-term threats, such as Air Force Smart Operations for the 21st Century (AFSO 21), the impact of rising costs on the original construction estimates, and personnel changes in the administration, Congress, the Air Force, and the Academy. Ms. Kudla mentioned that much of the cadet area is considered to be historical and subject to historical preservation restrictions, as State Senator Winters commented earlier. Ms. Kudla informed the Board that Senator Winters has volunteered to follow up with Academy staff on ways to work with organizations that enforce historical preservation restrictions.

Before closing out her update, Ms. Kudla presented two additional follow-on actions. First, as the Academy upgrades its library to become state-of-the art, Senator Bennett will serve as an advocate and a resource to the Academy, seeking counsel and support from the Library of Congress. Second, the I & R Subcommittee will track the USAFA faculty budget for foreign language programs. This will entail periodic updates from USAFA on its progress in making the foreign language funding requirement a permanent line in the POM.

At the conclusion of the update, Gen Regni commented that USAFA really appreciates Ms. Kudla's subcommittee continuing to shine lights on these infrastructure and funding issues.

Academic and Course of Instruction Subcommittee Update:

Dr. Jaquish highlighted the ongoing effort between the Academy and the Air Force to align USAFA educational outcomes with the institutional competencies that are being defined by the Air Force. This effort will ensure the Academy is teaching the competencies that are

creating the skill sets in officers that are sufficient to meet the current and future needs of the Service. Dr. Jaquish emphasized the importance of this work and its relation to the upcoming institutional accreditation. She asked everyone to highlight 27-29 April 2009 on the calendars as the dates of the accreditation site visit. Dr. Jaquish reminded the Board that 2008 will be a critical year as USAFA prepares to excel in this evaluation and review process. She also pointed out the significant role the BoV will play, since in 1999 the BoV was one of the areas flagged. She stated that in the last review, the BoV was criticized for its composition and membership and its general lack of engagement. Dr. Jaquish said it will be very important that a subgroup of the BoV make itself available to have a dialogue with members of the accreditation team.

Ms. Kudla asked Dr. Jaquish why the accreditors would be interested in assessing the BoV as part of the accreditation. Dr. Jaquish explained the BoV was initially structured to have an oversight and advisory role. From this perspective, the BoV is essentially the same as a trustee group at a public or private university. Dr. Jaquish also noted that prior accreditation teams had sought input from the BoV. Therefore, a precedent is in place, and the present BoV needs to be ready to contribute substantively to the assessment of its role as an oversight and advisory body.

In terms of the BoV playing a role and being substantively engaged in the upcoming accreditation, Dr. Jaquish said there were two areas where the Board could be of assistance to the Academy's evaluation: institutional integrity and future strategic planning. She then gave examples of how the BoV is currently fulfilling those two important roles. Dr. Jaquish's final point was to remind everyone to remain vigilant and not to rest on past laurels. Although USAFA has a demonstrated history of success with accreditation reviews, Dr. Jaquish cautioned USAFA and the BoV members not to take anything for granted. She ended by noting the criteria -- as defined by the accreditors from the Higher Learning Commission -- are materially different this time around. On that cautionary note, she concluded her subcommittee update.

Admissions and Graduation Subcommittee Update:

Mr. Scribante began by stating his subcommittee is "very pleased with the progress that's being made with regard to the [character] assessment instrument." The next area he discussed was the ALO program. He related that his subcommittee is interested in learning how the ALO program functions, with specific emphasis on the ALOs' role in recruiting. Mr. Scribante's last discussion item pertained to finding untapped sources of diversity. He mentioned an effective program in Omaha, Nebraska, that provides an enriched learning environment for African-American grade school and high school students. He said this program and ones similar to it have a "beautiful potential" for increasing future diversity here at the Air Force Academy. Ms. Kudla commented and described a similar program, the Carver Academy, founded by Annapolis graduate and former basketball player David Robinson. Ms. Kudla said Mr. Robinson's program is specifically focused on taking underprivileged minority children at the grade school level and providing the right kind of educational environment to promote excellence. Before closing, Mr. Scribante informed Chairman García that he had no recommendations for the parent committee to consider.

Closing Remarks:

Chairman García thanked Gen Regni and his entire Academy staff, as well as Col Price and his staff, for all their assistance and behind-the-scenes work in making the meeting successful. After announcing that the next agenda item would be the "hard-to-recruit" cadet discussion panel, Chairman García then declared the end of the meeting at 1231 MST, 11 January 2008.

Schedule of Future Meetings in 2008:

Projected dates and locations are: 8 May 2008 in Washington, D.C. (Thurs); 18-19 July 2008 at USAFA (Fri, Sat); 11 December 2008 in Washington, D.C. (Thurs)

SUMMARY OF MOTIONS

- The motion was made, seconded, and passed unanimously to accept the minutes of the 17 October 2007 USAFA BoV meeting as presented.
- The motion was made, seconded, and passed unanimously for the Board, in its next semi-annual report, to request the Graduate Scholarship Program be reinstated to past levels and that additional slots be allocated in the next two years to offset the shortage that has recently occurred.

SUMMARY OF FOLLOW-ON ACTIONS

- USAFA and Air Staff brief provide a follow-up briefing on the NPFCC proposal and its current status
- Include a remark in the next BoV semi-annual report to the Secretary of Defense highlighting the Board's concern over significant cuts made to USAFA's Graduate Scholarship Program over the past two years
- Subcommittee chairs forward inputs to Chairman García for the BoV semi-annual report (that is currently due)
- USAFA provide a character and leadership update
- C&L Subcommittee requested data on honor cases for the current academic year and the previous school year. This data product should include how many cadets were disenrolled for honor and what information on these cases is being conveyed to the Cadet Wing
- State Senator Winters to follow up with Academy staff on ways to work with organizations that enforce historical preservation restrictions
- Senator Bennett to serve as an advocate and a resource to the Academy and seek counsel and support from the Library of Congress
- I & R Subcommittee to track the USAFA faculty budget for foreign language programs and receive periodic updates from USAFA on progress in making foreign language funding requirements a permanent line in the POM



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, 8 May 2008

**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 black 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