

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

10-11 JANUARY 2008

**Approved by the
USAFA BOARD OF VISITORS
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INDEX

TOPIC	PAGE
Attendance.....	3
Opening Comments by the Chairman.....	4
Old Business.....	5
New Business.....	5
Superintendent’s USAFA Update.....	5
Air Force Academy Strategic Plan.....	6
Faculty Sustainment Plan.....	6
Fix USAFA Update.....	7
Director of Athletics Non-Profit Corporation Update.....	8
Cadet Focus Groups.....	9
Foreign Language Brief.....	9
Character Assessment Instrument Update.....	11
Congressional Nomination Subcommittee Update.....	12
Character and Leadership Subcommittee Update.....	12
Infrastructure and Resources Subcommittee Update.....	13
Academic and Course of Instruction Subcommittee Update.....	13
Admissions and Graduation Subcommittee Update.....	14
Closing Remarks.....	14
Schedule of Future Meetings.....	15
Summary of Motions.....	15
Summary of Follow-on Actions	15

**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. GARCÍA
Chairman, USAF Academy Board of Visitors