

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

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**18-19 JULY 2008**

**Approved by the  
USAFA BOARD OF VISITORS  
17 SEPTEMBER 2008**

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

The chairman opened the meeting of the USAFA Board of Visitors at 0730 on Saturday, 19 July 2008. Subcommittee meetings and closed session focus groups were held on 18 July.

**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. Representative Loretta Sanchez (D-CA)  
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:**

U.S. Senator Ben Nelson (D-NE)  
(Note: Two authorized seats on the BoV were vacant at the time of this meeting.)

**AIR FORCE SENIOR STAFF:**

The Honorable Mr. Ronald Winter, Principal Deputy to the Assistant Secretary of the Air Force  
for Manpower and Reserve Affairs  
Lieutenant General Frank Klotz, Assistant Vice Chief of Staff  
Dr. Todd Fore, Deputy Director of Force Development  
Ms. Barbara J. Barger, 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  
Dr. Hans Mueh, Director of Athletics  
Dr. Ervin Rokke, Chairman of the Center for Character and Leadership Development  
Gary Packard, Permanent Professor, Behavioral Sciences and Leadership Department  
Colonel John Norton, Director of the Center for Character Development  
Colonel Chevalier Cleaves, Director of Admissions

**SPECIAL GUESTS:**

None

**BoV EXECUTIVE SECRETARY:**

Lieutenant Colonel William Brigman (AF/A1DO)

## **OPENING COMMENTS**

The Chair officially opened the meeting at 0730 on 19 July. He recognized Ms. Barbara Barger as the new Designated Federal Officer and all the present members of the BoV. He noted that Senator Ben Nelson was unable to attend. In addition, he announced that Congressman Udall had resigned prior to this meeting and is no longer a member of the BoV. He then recognized the presence of Mr. Ron Winter, representing the Acting Secretary of the Air Force. Mr. Winter discussed the creation and design of the new BoV logo as better representing the mission of the BoV than the previous logo. The Chair then recognized Lt Gen Frank Klotz, representing the Air Force Chief Staff, and Dr. Todd Fore, Deputy Director of Force Development. The Chair thanked the Superintendent, Lt Gen John Regni, for hosting the BoV. Lt Gen Regni introduced his staff from the Academy: Brig Gen Susan Desjardins, Brig Gen Dana Born, Dr. Hans Mueh, Dr. Ervin Rokke, Mr. Gary Packard, Colonel John Norton and Colonel Chevalier Cleaves. The Chair noted that the theme for the meeting is Character and Leadership. Before starting the meeting, the Chair recognized Colonel Paul Price's service as the Executive Secretary for the BoV from 8 June 2004 to 12 August 2008 as he is retiring from the Air Force. A certificate of appreciation and signature board was presented to Colonel Price. Mr. Winter, Lt Gen Klotz and Lt Gen Regni also recognized his service. Colonel Price then spoke about his experiences with the BoV.

## **OLD BUSINESS**

The minutes from the May meeting were reviewed and unanimously approved.

## **NEW BUSINESS**

The Chair moved on to administrative issues. The first item reviewed was the next meeting. It was originally scheduled for 11 December 2008 but due to Congressional scheduling, the Chair requested that alternative November dates be presented for consideration next week (*subsequent decision has been made to hold the meeting on 20 November 2008 in Washington D.C.*).

The next item was the schedule for the first meeting in 2009. The Academy presented 5-6 March 2009, a Thursday and Friday, as good dates. Due to the congressional schedule, the BoV decided to review the calendar prior to finalizing the next meeting date at the Academy (*subsequent decision has been made to hold the meeting at USAFA on 6-7 March 2009, a Friday and Saturday to accommodate the Congressional members' voting schedules on the Hill*).

The Chair then opened discussion about the Non Profit Federally Chartered Corporation supporting the Academy's Athletic Department and the BoV's vote of support for it from the May meeting. He requested an update from Dr. Fore who turned the discussion over to Lt Colonel William Brigman from the Academy Policy staff at Headquarters Air Force. Lt Colonel Brigman relayed to the Board that meetings with the House Judiciary Committee and staffers of the Senate Armed Services Committee led to a re-vectoring of the proposal. The federally chartered corporation was shelved as a result and options including fundraising through a 501(c)(3) are in development. The Academy's revised proposal will be sent up through the Secretary of the Air Force and Defense for inclusion in Omnibus legislation. Lt Gen Regni then reviewed the history of this proposal starting 18+ months ago when he originally requested a state charter, but the Air Staff legal advisors believed a federally chartered corporation would be a better approach. Unanticipated challenges arose from Congressional staffers in the House Judiciary Committee and Senate Armed Services Committee with the federal charter proposal, therefore the proposal will now be re-worked as a state charter version. Dr. Jaquish asked Gen



Regni why the state charter was not as attractive as the federal and Lt Gen Regni replied that the federal charter meets all 15 business outcomes while the state charter misses this by two or three outcomes.

#### Superintendent's USAFA Update:

Lt Gen Regni began with an overview explaining that he will discuss the Class of 2012's status, provide an update on the summer language and culture experiences from the cadets and then an update on the budget. He began by saying the Class of 2012 is doing very well in Basic Cadet Training.

Lt Gen Regni stated that USAFA fielded 9,001 applications for the Class of 2012 and eventually offered 1,642 appointments. Of those, 1,348 accepted and showed up at in-processing on 26 June. The class has 1,073 direct entries from high school, 86 from the Falcon Foundation Scholarships, 47 prior enlisted and 40 from the prep school. In addition, 21% of the class is from traditional diversity categories with 9% Hispanic, 7% Asian/Pacific Islander and 1% Native American. There are 16 international cadets and 290 women, the highest number the Academy has ever had in an entering class. The Chair asked how many generally make it to graduation and Lt Gen Regni replied that approximately 75% make it. In addition, he reported that the average graduate stays on active duty for 16 years due to longer active duty requirements from the approximately 525 pilot slots given to Academy graduates each year. He also stated that retention issues with Academy graduates as opposed to West Point graduates are less significant because of the different deployment schedules between the Army and the Air Force. Overall, Lt Gen Regni concluded that the Air Force gets a great deal from an Academy graduate.

The preparatory school class also entered with 233 students, 16% of which are female. Of the class, 43% are recruited athletes and 41% are prior enlisted. The Academy intends to get the new Chief of Staff to help push bringing enlisted members to apply for the 60 slots reserved for them at the preparatory school. Finally, 49% of the class represents traditional definition of minorities. Senator Bennett asked how prep school attrition compares with those directly entering the Academy. Lt Gen Regni stated he would have to look into that specifically but that there is slightly higher attrition from prep school students once they enter the Academy to those who entered directly, but once they get on active duty, attrition rates are comparable. Mr. Isaacson then asked how the new definition of diversity is different to the traditional definition for the stats Lt Gen Regni presented. Lt Gen Regni and Colonel Cleaves reported that they are working on collection methods for data but that the process has just begun and they cannot yet say how the new definition would apply.

Next, Lt Gen Regni discussed the Language and Culture summer programs. He stated that six cadets went to China, four to Morocco, four to Russia, four to Mexico and two to Japan where they spend a full semester studying and speaking that foreign language. In addition, 20 cadets participated in exchange programs with military academies from France, Germany, Chile, Spain, Canada and Japan. The Academy also had 177 cadets and 26 faculty members participate in a six week cultural immersion program in China, Egypt, France, Germany, Japan, Mexico, Morocco, Peru, Spain and the Ukraine to improve language skills. They had another 98 cadets and 21 faculty members participate in 3 week cultural immersion programs in the Balkans, Brazil, Cambodia, China, Ethiopia, France, Greece, India, Israel, Japan, Morocco, Poland, Russia, Rwanda, Slovakia, South Korea, Thailand, Turkey, the Ukraine and the UAE. The programs will be opened up to the second class cadets whereas before it was only for first class cadets. Lt Gen Regni also was proud to announce that three cadets participating in a Mandarin Chinese language competition in April all placed number one in their categories. The overall goal of these programs is to get 600-700 cadets a year to participate in a language and foreign cultural immersion.

For the final topic, Lt Gen Regni discussed the budget. He reiterated that when he arrived at the Academy three years ago, he had 79 initiatives and the last of those 79, the Survival, Evasion, Resistance and Escape (SERE) has begun operation. The most difficult of the 79, correcting broken programs in the Air Force POM for the Academy, has now been addressed by the Air Staff and he is very pleased with the funding for the Academy. For SERE, the Commandant's shop received the manpower authorizations, powered flight has committed funding for Fiscal Year 2010 with planned purchases of aircraft, the diversity program has more funding coming and the Gallup Character Assessment Tool has been funded in the out years. In addition, there is an additional 12 million dollars in laboratory equipment and supplies coming. The Athletic Department is now getting 100% funding for antiterrorism security, Lieutenant assistant coach authorizations, and it will now reclaim 3 million dollars in ticket sales and resources to improve the team. The fitness center, the Fairchild Hall renovation and the Center for Character Development has received full funding. There are now 2 enlisted trainer authorizations for every 40 cadet squadron as well. The Air Force has also funded 4 million dollars to migrate to the ".edu" internet/e-mail system. Overall, all the broken programs are fixed with an additional 24 million dollars and 70 personnel authorizations and Lt Gen Regni is very satisfied with the Academy's financial situation.

Brig Gen Born then provided an accreditation update. It is scheduled for 27-29 April 2009. The Academy's self-study has five criteria. They finished chapter one and are halfway through chapter two. They expect to have the self study to Lt Gen Regni in November and to the BoV in December with a submission to the accreditors in February or March. Dr. Breslin from the North Central Association of Higher Learning and a member of the accreditation team has visited twice since 1999's accreditation and is impressed with the progress at the Academy. In addition, the engineering programs have accreditation from 2-4 November. The self study for this was completed and the Academy is excited for the accreditation. For the first time ever, the computer sciences program and the systems engineering program will be assessed.

#### Character and Leadership Update:

Lt Gen Regni introduced the next speaker, Dr. Ervin Rokke, the first endowed chair for character and leadership at the Academy where he serves as the integrator and strategic planner for all of the Academy's character and leadership development activities.

Dr. Rokke began with an overview of his briefing with three main points. The first was that the Academy has never been better postured to launch an effective Center for Character and Leadership Development. The second was the difficulty of developing leaders of character in light of the changing nature of the profession of arms, the evolving character of successive generations of cadets and the guiding principles implicit in the Air Force's core values. The final item was to provide some notions about the imperatives that the Academy sees for an effective Center for Character and Leadership Development.

To illustrate the first point, Dr. Rokke relayed the efforts of Academy superintendents and other senior leaders over the last 30 years which culminated in the establishment of the Center for Character Development in 1993. He mentioned that this Center, while a sophisticated effort to bring a more holistic, integrated perspective to character development, is also limited by its research capabilities and physical accommodations. Dr. Rokke's belief that the Academy is ready for a more robust program comes from Lt Gen Regni's two-fold strategy of demanding an integrated approach to the Academy's mission and his placement of character and leadership at the pinnacle of the Academy's objectives.

He discussed the changing profession of arms through reviewing the historical development of the Air Force from World War II when 1500 bombs were needed for a single target, to Vietnam when it was reduced to 176 and then today when one bomb can destroy the target. These changes continue to develop military doctrine and training. He also spoke on



how cadets bring their own character traits with them and as these change from year to year, the character development curriculum needs to develop alongside it. He mentioned that today's cadets need their character development training to be quality experiences to the point of having cadets involved in its development. He also mentioned the core values and that the first two, integrity first and service before self, are inherent in a leader of character. However, the third value, excellence in all we do, is more problematic because of how one defines excellence. Therefore, Dr. Rokke believes that character and leadership training should be tailored to reflect the changes in society and the traits that cadets bring to the Academy with them.

For his next topic, Dr. Rokke discussed how the new center's organizational structure and programs should be set up. He envisions continued oversight of the cadet honor system and character and leadership seminars designed for each class of cadets. He intends to explicitly reflect the integration of character and leadership in the center so that it becomes a part of a cadet's daily life. It will have a permanent professor dedicated to it and he is currently looking for a senior resident scholar to help promote scholarship and dialogue on the topics of character and leadership. The research staff is envisioned to have nine permanently assigned with the ability to bring in temporary staff as well. He would like to see publications from the center that could be shared with other Air Force organizations for their use in airman development programs. Dr. Rokke also intends to create opportunities for development of the faculty.

Dr. Rokke concluded his briefing saying that success will be achieved when every academic, athletic and flight instructor says their job is to develop, graduate and commission leaders of character and the cadets say they came to USAFA to become an officer of character.

Mr. Isaacson asked for an update on expanding the center's facilities and the cadet's involvement developing the center's programs. Dr. Rokke responded that the cadets are given a framework to help instruct lower class cadets. Colonel Norton reiterated that the honor system is run by cadets. Overall, the cadets are involved with an eye to balancing that with their academic, physical fitness and other requirements. Senator Bennett asked if the Academy has a way of tying character in with the spiritual side, specifically asking if there is a way to tie excellence with the idea of character being what a person does when they are alone. Dr. Rokke acknowledged this as an area of concern and he will have the research element of the center look into this.

Senator Allard then asked if Dr. Rokke had a perception of when character develops in a person's life. Dr. Rokke responded that character begins developing a very young age but that this continues throughout life and is definitely critical during the four years at the Academy. Congressman Lamborn then asked if combining character and leadership in school, not something traditionally done, is relevant. Dr. Rokke's response was that it was relevant because good leadership has an underpinning of character to it. Colonel Packard then cited work at the University of Nebraska and Harvard Business School in this area as being very similar to the Academy's approach. Dr. Rokke also stated that there has been a shift from transactional leadership (someone giving orders, someone following) to transformational leadership (teaching and dialogue). Colonel Packard then stated that in transactional leadership, people tend to revert to their old behaviors when the leader is gone but transformational leadership changes behaviors and a leader of character can use this leadership style with a strong character to influence others character development.

Mr. Scribante asked a further question about whether or not character development is really character fulfillment that ensures that the person's potential is accessed through providing challenge. Dr. Rokke responded that he believed that the cadets do come with some amount of unique character trait, but that the need for trained professionals in the profession of arms in today's security environment means the cadets need a unique development to meet that.

Congresswoman Sanchez's question was how gender is addressed because of potentially different motivating factors. Brig Gen Born replied that she has seen cadets

surprised at how the Academy uses transformational leadership. Her assertion was that the Academy's transformational leadership model is genderless and very effective. Colonel Packard expanded by saying that the transformational leadership model is teaching the cadets how to lead in a new way and to precipitate in long range transformation in the Air Force as well. Brig Gen Desjardins added that overall the cadets are more focused on teamwork and volunteerism than ever.

Congressman DeFazio asked some questions concerning the teaching staff and the time they have for individual attention to the cadets. Dr. Rokke responded that he wants to foster an environment in which informal mentoring relationships develop and flourish.

Senator Winters asked if the cadet sponsors will be involved. Dr. Rokke said that the center is envisioned to be in an area where you would not need a pass to get on base and would be inviting cadet sponsors from the area.

Senator Bennett asked how a self-selected military affects the program the center would create. Dr. Rokke's response was that since the all volunteer military has produced stellar people, the program at the center will have to be strong and focused correctly to reflect the Air Force environment today. He also said that there would need to be more dialogue with new graduates to see how the center's program works when applied in the real world.

Dr. Jaquish asked about the composition of the search team to find senior scholars for the center and what opportunities Dr. Rokke sees coming from the center for the broader Air Force leadership structure. His response to the first question was that they will be looking for a nationally recognized civilian and the search itself will be on a national scale. For the second question, Dr. Rokke said the aspiration with the center to transform the Academy and to have an impact on the thinking of the Air Force.

Congressman Lamborn asked what the philosophy is for cadets who are not making it. He wanted to know if they are rehabilitated or if it is expected that some cadets will not graduate. Lt Gen Regni answered that there is no philosophy or policy but that the number one reason people leave is a change in career goals and the second is that they have difficulty adjusting to the Academy. Together, these two factors account for more than half of the attrition.

The Chair then asked about the contradiction in how cadets are taught to put the team first, but then are taught that they need to turn people in for honor violations. Dr. Rokke responded that the center plans to put a great deal of thought to this but that, in basic terms, the cadets need to be taught to understand that there is a balance between upholding the core values and being a good wingman. Brig Gen Desjardins then said that cadets are taught about trust and that a true friend does not put another friend in a position to cover up their honor code violation. This resonates with the cadets and helps deter potential offenders.

#### Congressional Nominations Subcommittee Update:

Congresswoman Sanchez began by reporting that her subcommittee has been working with Mr. Cummings and Mr. McHugh, representatives who sit on the Naval Academy and West Point BoVs. They plan to meet in Washington DC in the next two weeks to go over the low and no nomination districts and then meet with 15 representatives who do not make nominations from year to year to see how to help them work this program in their districts. The Chair mentioned that any efforts in this area need to be DoD-wide and that Mr. Dominguez, Principal Deputy Under Secretary of Defense for Personnel and Readiness, is engaged on this. Mr. Winter asked if there is a lack of awareness about the Academies. Congresswoman Sanchez replied that there is a lack of awareness and also a lot of competition from other universities. Mr. Morse agreed to assist in developing a branding and marketing tool for use with the low nomination Congressional districts. Congresswoman Sanchez agreed to have her military liaison collect low and no congressional nomination districts for the last 2 years.



#### Admissions and Graduation Subcommittee Update:

Mr. Scribante indicated that there were 10 members at the subcommittee meeting on 18 July. His mission for the subcommittee is to support the Academy's mission by identifying leadership skills and character within each candidate prior to becoming a cadet while also achieving maximum efficiency at the lowest cost for the admission process. He reported the Gallup Character Assessment Tool has been through the validation phase and the Academy would like some tweaking to the tool's capability to discern character before using it in the admissions process. Mr. Scribante is hoping to see this finished in the next two weeks and to have it implemented for the Class of 2013. Mr. Winter stated that Mr. Duehring is still extremely supportive of the tool and sees it as a breakthrough if Gallup can meet the Academy's needs. Mr. Scribante then summarized Colonel Cleaves's updates to the subcommittee by stating that the Colonel is very pleased with the diversity in the Class of 2012 even with the difficulties of recruiting for the Academy.

#### Infrastructure and Resources Subcommittee Update:

Senator Winters reiterated the resignation of Congressman Udall from both the subcommittee and the BoV. She then discussed the high enthusiasm of the Academy staff for fixing the infrastructure, most of which has not been updated since 1956. Lt Gen Regni answered a question from Senator Allard about where the funding for infrastructure is committed through 2015 and the answer was that it is in the Program Objective Memorandum and committed.

#### Character and Leadership Subcommittee Update:

There was no subcommittee meeting since the theme of the BoV at this meeting was Character and Leadership.

#### Academic and Course of Instruction Subcommittee Update:

Dr. Jaquish noted that the subcommittee is pleased with the preparation the Academy is doing in regards to next year's accreditation. She asked for a copy of the self study before the next BoV meeting. Dr. Jaquish discussed how faculty members that deploy bring back enriching experiences to impart to the cadets, and make a valuable contribution to the operational Air Force. She made a motion to have the Academy brief the BoV at its next meeting concerning how USAFA bridges its manning gaps during deployments. She also moved to bring in some faculty members who have deployed to discuss their experiences with the BoV. The motion was granted.

#### Closing Remarks:

The Chair then thanked the subcommittee chairs and asked Colonel Price to introduce his replacement, Colonel Vic Sowers. The open meeting was adjourned for lunch. Upon return from lunch, the rest of the day's session was closed.

**Schedule of Future Meetings in 2008 and 2009:**

Projected dates are: 20 November 2008 in Washington, D.C. (Thurs) and 6-7 March 2009 (Fri & Sat) at USAFA.

**SUMMARY OF MOTIONS**

1. The motion was made, seconded, and passed unanimously to accept the minutes of the 8 May 2008 meeting with no changes.
2. The motion was made, seconded and passed to have a briefing on the effects of faculty deployments at the next BoV meeting in Washington D.C.

**SUMMARY OF FOLLOW-ON ACTIONS**

1. USAFA provide statistics on attrition rates for prep school graduates (both while in the Academy and while on active duty) compared to those who directly enter the Academy.
2. The Chair requested that the last 2 years of data showing low or no congressional nomination districts be provided to Congressman DeFazio and Congresswoman Sanchez. Congresswoman Sanchez volunteered to have her military liaison collect the data.



WILLIAM L. BRIGMAN, Lieutenant Colonel, USAF  
Executive Secretary

**APPROVED:**



CHARLES P. GARCÍA  
Chairman, USAF Academy Board of Visitors