

MINUTES OF THE REGULAR MEETING

OF THE

BOARD OF VISITORS

UNITED STATES AIR FORCE ACADEMY

10 December 2010

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by the USAFA BOARD OF VISITORS

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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 0830 on Friday, 10 December 2010 and the meeting was adjourned at 1430 in the afternoon.

ATTENDANCE

MEMBERS PRESENT:

Mr. Charles García (Chair)
Ms. Marcelite Harris
Mr. Robin Hayes
Senator James Inhofe (R-OK)
Mr. Arlen Jameson
Senator Ben Nelson (D-NE)
Representative Jared Polis (D-CO)
Ms. Susan Ross
Mr. Alfred Sandoval
Representative Loretta Sanchez (D-CA)
Ambassador Susan Schwab
Representative Niki Tsongas (D-MA)

MEMBERS ABSENT:

Representative Doug Lamborn (R-CO)

AIR FORCE SENIOR STAFF:

Honorable Michael B. Donley, Secretary of the Air Force
Honorable Daniel Ginsberg, Assist Secretary of the Air Force for Manpower and Reserve Affairs
General Carroll Chandler, Vice Chief of Staff of the Air Force
Lt General Richard Newton, DCS, Manpower, Personnel and Services
Mr. Bill Booth, USAFA BoV, Designated Federal Official (DFO)
Mr. Dave French, USAFA BoV, Alternate Designated Federal Official (DFO)

USAFA SENIOR STAFF:

Lt Gen Michael Gould, Superintendent
Brig Gen Richard Clark, Commandant of Cadets
Brig Gen Dana Born, Dean of the Faculty
Col. Rick LoCastro, 10th Air Base Wing Commander
Col. Carolyn Benyshek, Director of Admissions
Col. Scott Dierlam, United States Air Force Academy Liaison

BoV EXECUTIVE SECRETARY:

Col William Hampton (AF/A1DO)
Lt Col Shawn Mann (AF/A1DO)
Mr. Dave Boyle (AF/A1DO)
Capt Stephen Quesenberry (AF/A1DO)

Opening Comments

The Chairman opened the meeting by introducing the new board members. The subcommittee chairs were asked to give overviews of their committees.

SUBCOMMITTEE OVERVIEW BRIEFS

Infrastructure and Resources

As the chairperson, Mr. Hayes informed the board of a number of “Fix USAFA” initiatives that ranged from the repairs to the Terrazzo to Vandenberg Hall as well as the spires on the chapel. He stated, the staff at the Academy did a remarkable managing the projects. He emphasized that most of the projects were done seamlessly with minimal disruption to cadet life. He encouraged the board to remain focused to support future infrastructure upgrades.

Col LoCastro mentioned the Academy had been selected as the one base in the AF as a net zero energy base. He indicated he would share more highlights during his “Fix USAFA” briefing. Likewise, Mr. Garcia emphasized funding is essential to the on-going efforts.

Academic and Course of Instruction

As the chairperson, Ms. Ross discussed two issues. First, the Academy is constantly adjusting to meet the needs of the Air Force which sometimes creates significant challenges when it involves curriculum. A measure of success was the ten-year accreditation inspection. The report included several accolades focused on the strength of the Academies curriculum. An area that required some attention involved academic freedom and faculty perceptions. Second, faculty manning at the Academy continues to be a challenge. A manpower study validated that the faculty is underauthorized. At this time, the Air Force as well as the Academy is required to do more with less. As a result, Mr. Sitterly, AF/A1D, commissioned a study through RAND to determine the optimum way ahead for advanced degrees and faculty sustainment.

BG Born also voiced her concerns about faculty sustainment. The Princeton Review named the Air Force Academy as number one in the nation with the lowest student/faculty ratios. As the air, space, and cyber mission continues to expand faculty sustainment becomes a bigger challenge. The Academy deployed over 70 staff and faculty members last year. In addition, man-days and access to adjunct faculty members (contracts) have been significantly reduced. BG Born also reiterated efforts have gone forward to address faculty perceptions of academic freedom and AF policy that define the academic environment at the Academy.

Admissions and Graduation

Mr. Scribante, the departing chair for this sub-committee, provided an overview of recent activities. The primary mission of the Academic and Graduation subcommittee is to advise on matters concerning identification, selection, retention and graduation of cadets with character. Significant efforts were invested in the development of a Character Assessment Tool (CAT). A number of issues emerged that questioned the validity of the instrument. Although efforts are going forward, Mr. Garcia suggested it might be a better tool for diversity. The assumption is

that “character is distributed randomly in society” and that the CAT might be a better tool to assess candidates who have potential but do not fit a standard profile.

The chair also presented a discussion of the demographics for the class of 2010. Attrition accounted for 326 cadets leaving the Air Force Academy. Each group was evaluated and special attention focused on minority groups. Mr. Scribante stated that the Academy Liaison Officer (ALO) program was being evaluated to ensure that a streamlined and standardized process was being used during recruitment. He believes these areas warrant further attention in the future.

Congressional Nominations

Congresswoman Sanchez is the chairperson for the Congressional Nomination subcommittee. Low nomination districts continue to be an area of concern. Competing demands and poor district representation are contributing factors. Efforts have gone forward to identify “best practices” and build networks to facilitate higher rates of nominations. Preliminary fact finding revealed that some members were not allowed to address future cadet candidates if military service was introduced during a discussion.

Efforts to introduce a \$2 million dollar ear mark for diversity seems to have been successful. However, she was concerned that it might be cut from the appropriation bill. Mr. Garcia commented, you need money and staff dedicated to resolve the issues to be effective recruiters. Col Benyshek added that the recruits for class 2014 had 58 men and women that aced the Scholastic Aptitude Test (SAT) or American College Testing (ACT). In addition, new tools were developed to collect new statistical data (i.e. diversity, First Generation College, etc.). Over 12,000 applicants were reviewed for entering class of 2014. All the identified actions have been effective in helping the Academy reach its goals and mission.

Character and Leadership

Mr. Isaacson was another departing chairperson. He emphasized that the charter for his subcommittee was reviewed and revised to ensure the committee remained focused. The primary focus was on areas of honor and ethics, character and leadership development, and respect for human dignity. In order to fully understand the environment of the Academy, numerous reports and documents were reviewed. Significant contributions were made which resulted in the establishment of the Non Profit Athletic Corporation, the Center for Character and Leadership Development, and the negotiated agreement between the Association of Graduates and the USAFA Endowment. Recent efforts have focused on a review of the honor system and the cadet review process.

Ms. Ross provided key insights that allowed a dialogue about communication to emerge. The emphasis was that cadets should know their responsibilities and have full awareness of the honor system.

Decoration Presentations

The SecAF presented the Commander’s Public Service Award to outgoing members of the BoV; Mr. A.J. Scribante, Mr. Terry Isaacson, and Senator Bob Bennett (R-UT).

Superintendent's Update

Lt Gen Gould clarified what the Academy's fanatical pride in the institution meant; not elitism but a strong sense of pride. "Pride is rooted in excellence; and excellence is enhanced through common, shared, challenging experiences," and that is what he wants the cadets to feel.

The recent climate survey was also discussed. There is a need to improve the survey process and how information is disclosed. It was emphasized that there is information that can be used for awareness; however, further investigation was required before it could be determined if the survey was valid.

The Religious Respect conference is held every two years. A group of analysts from faith and non-faith groups reviews and discusses programs on tolerance and accommodation. The group praised the Academy as having a "best practice" model for other services.

The NCAA recently did a thorough review of the Athletic program. The certification team was impressed with the Academy's programs and renewed its certification. An on-going challenge that the Academy faces is faculty manning. Programs and staffing will be reviewed to determine the best course of action to serve mission requirements. However, a current initiative to help alleviate some of the stressors caused by faculty/staff rotation has been approved. After current deployed staff members return to USAFA, the Academy has been authorized to stop deploying permanent party faculty members for 179-day deployments.

Finally, the Academy hired a new Chief Diversity Officer, Ms. Adis Vila. She is working on implementing a diversity plan. Mr. Ginsberg suggested she incorporate the new AF policy on diversity and help the AF diversity branch establish operating procedures based on "best practices."

Mr. Garcia stated the MOU with the Association of Graduates and USAFA Endowment has led to great success. Fund raising and Chapter participation have increased significantly. He recommended the new board ask for a briefing from these organizations in the future.

Closed Session

"FIX USAFA"

Col LoCastro provided a quick brief on USAFA's successes and challenges. USAFA was able to secure \$27.8 million to finish some projects at the end of FY10 with the help of AF and Academy leadership. The Vandenberg Hall project has provided significant insights that can be applied to other current and future projects. Both Vandenberg Hall and Mitchell Hall should be complete next year.

Falcon Green, the Academy's new energy program is postured to gain benefits from a solar array, woody biomass, photovoltaic roofing systems and food waste reduction program at Mitchell Hall. Another benefit is the cadet's ability to participate in these projects. Other efforts to reduce the energy footprint at the Academy involve privatizing utilities with Colorado Springs

Utilities. The company will modernize the utilities and maintain the equipment for a reduced cost. The biggest benefit from all these projects is significant long term cost savings.

Other good news stories are that the Center for Character and Leadership Development will start construction in July; construction on the new Holaday Athletic Center has begun; and new guard shacks and the large vehicle inspection area will have enhanced fiber optics to improve security and connectivity. All these projects will generate a “tail”, approximately \$50 million during the out years until FY14 to sustain the “FIX USAFA” program.

USAFA Science, Technology, Engineering, and Mathematics

BG Born presented an update for STEM. She stated U.S. students are falling behind in pursuing STEM type degrees in comparison to foreign nationals. While international students have increased STEM degree pursuits by 46% the United States has only increased by 8%. The National Research Council report indicated that cadets should become STEM cognizant, or have 24-30 hours dedicated to STEM type courses. Currently, cadets at USAFA take 45 hours related to STEM and has the highest percentage of STEM related graduates. Another unique feature of the Academy is that several cadets perform research during their undergraduate studies that generates \$45 million in research revenue.

Representative Polis and Ambassador Schwab encouraged targeting students before admission to the Academy and suggested working with local groups such as Chamber of Commerce and Business Roundtables. BG Born stated they have a tremendous vision for STEM outreach. Outreach into the community could pay big dividends.

BG Born also discussed cyber. Cadets are required to take at least three cyber courses. In addition, the Academy has produced 90 graduates with cyber warfare major. Resources available to the cadets include a cyber warfare club, internship opportunities, and an information assurance institute.

Air Force Academy Athletic Corporation Update

As the lead for nonprofit transition, Mr. Coulahan briefed the business model. SecAF approved the change from a Morale, Welfare, and Recreation Non-appropriated Fund Instrumentality (NAFI) operation to a 501(c) 3 chartered nonprofit this past summer. The conversion from the NAFI to the Non-profit Corporation will take some time. The first step is to migrate all business transactions to the athletic department and train on the system for one year. Mr. Coulahan has been meeting with senior leadership and financial management to help negotiate the transition to the non-profit organization. The transition team consists of both government and commercial experts that are working together to make this happen. Members voiced concerns about the potential appearance of conflicts of interest if facilities are to be named after donors. It was suggested that language providing appropriate parameters be incorporated into the by-laws and articles of incorporation for the Non-Profit Athletic Corporation.

The Meeting Adjourned at 1430

Summary of Follow-on Actions

1. New chairs were chosen for the respective committees; Mr. Sandoval will chair Admissions and Graduation, Ms. Harris will chair Character and Leadership, Representative Polis will chair Academic Course of Instruction, and Mr. Jameson will chair Communications on an ad hoc basis.
2. A motion was proposed and accepted for the new BoV Chair to be Ambassador Schwab and the new Vice Chair to be Mr. Sandoval.



WILLIAM E. HAMPTON, Col, USAFA
Executive Secretary



SUSAN C. SCHWAB
Chairman, USAF Academy Board of Visitors