



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

October 19, 2009

**MEMORANDUM FOR SECRETARY OF DEFENSE**

**FROM:** USAFA Board of Visitors  
c/o AF/A1DO  
2221 S Clark St, Ste 500  
Arlington, VA 22202

**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 § 9355 to submit this semi-annual report for your consideration. This report includes information from the BoV's March and July 2009 meetings.

The professional relationship between Air Force senior leaders, USAFA leadership, 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 participation 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 the President of the United States and yourself.

Since the last semi-annual report, the Chairman of the Senate Armed Services Committee appointed Senator James Inhofe (R-OK) to be his representative on the BoV, replacing Senator Wayne Allard who retired from the Senate and the BoV in December 2008. Also, The Speaker of the House appointed Congressman Jared Polis (D-CO) to replace Congressman Peter DeFazio. Of 15 authorized members, we currently have 14 appointed.

Five subcommittees are helping the Board examine important areas needed to ensure the Academy successfully accomplishes its mission of producing leaders of character. The subcommittees are:

1. The Congressional Nomination subcommittee, chaired by CW Loretta Sanchez, focuses on developing best practices and training programs to assist Congressional members who typically nominate few, if any, of their constituents to USAFA and the other service academies. The focus is to identify why this is happening, and what the Air Force and the Department of Defense can do to assist these Congressional members identify and successfully nominate young men and women for appointments to military service academies.

2. The Character and Leadership subcommittee, chaired by Mr. Terry Isaacson, provides the BoV advice on USAFA's vision for character and leadership development in all areas impacting its mission to graduate officers and leaders of character for the nation. The subcommittee focuses on honor and ethics, respect, gender relations, religious tolerance, character and leadership programs, athletic programs and graduate relations. The subcommittee reviews appropriate reports and surveys; interfaces with the Academy's designated points of contact in these areas; and meets with individual cadets or groups of cadets with knowledge or expertise in areas impacting character and leadership development within the Cadet Wing.
3. The Admissions and Graduation subcommittee, chaired by Mr. A.J. Scribante, looks at the USAFA Admissions and Graduation processes, to include focusing on all aspects of improving the diversity of the cadet wing, and whether the resources of the admissions office are sufficient to compete effectively against other top universities in recruiting a broader base of diverse students. This includes assessing the Admissions Liaison Officer (ALO) program to determine how well it is achieving its mission.
4. The Academics and Course of Instruction subcommittee, chaired by Ms. Sue Ross, focuses on issues related to curriculum, accreditation, and faculty.
5. The Infrastructure and Resources subcommittee, chaired by the newly appointed Mr. Robin Hayes, continues its review of progress on renovating and improving the facilities and grounds at USAFA while keeping an eye towards preserving the historic significance of the campus.

All subcommittees and their members conduct information gathering and analysis between quarterly BoV meetings. At each BoV meeting, subcommittee members meet with their respective USAFA liaisons and report their findings and recommended actions to the entire Board for its consideration, deliberation and potential recommendations. I am very pleased with the excellent work and cogent insight the subcommittees have provided during the past six months. Through the hard work of the subcommittees and all the members, we continue to make progress in the following important areas:

#### Congressional Nominations

The Congressional members of the BoV launched an in depth effort to assess the reasons that some districts are providing very low or no nominations for potential USAFA cadets. Under the dedicated leadership of CW Loretta Sanchez, the Congressional Nominations subcommittee focused on helping low and no nomination Congressional districts publicize the availability and benefit of a Service Academy education. The desired outcome of these efforts is to have an increase in nominations and an increase in those being accepted at the Academy. A major concern on the Hill from some of the Representatives and Senators from low or no-nomination districts and states is no matter how hard they have worked the nominations program; they simply have not had the caliber applicants for USAFA. However, there has been interest in a proposed orientation for staffers to meet with the representatives from low nomination districts to try to help them recruit higher caliber applicants that they would be more confident in nominating. An additional effort to make progress in this area was with the Congressionally

lauded Nominations Smart Book USAFA provided for Congressional members that has gone far in helping educate them on the Academy application process and recruiting goals. Finally, CW Sanchez will be meeting with the acting Under Secretary of Defense for Personnel and Readiness on a proposed diversity work shop. I look forward to updating you on our progress in this area in my next report.

### Character and Leadership

The BoV's commitment to character development continued in the first half of 2009. The subcommittee has taken on direct support to the USAFA Athletic Association's 501(c)(3) initiative and the Center for Character and Leadership Development (CCLD) plan. On the 501(c)(3), CM Lamborn and CW Sanchez introduced legislation in the House while Senator Inhofe introduced a Senate version. The House version had everything USAFA wants in the program, while the Senate version is missing three authorities: the use of Government assets without cost, to have government personnel involved in the management of the corporation, and for appropriated funds support. House and Senate staffers met with Air Force, Army and Navy representatives in an attempt to understand the rationale behind the legislation and the reason for the disparity in versions. The combined HASC and SASC Panel appeared very agreeable to the Air Force's basic intent. They will now work together to produce a combined version of the legislation for inclusion in the NDAA that should give the SECAF sufficient authority to establish a viable non-profit 501(c)(3) for the Athletic Association. The subcommittee is also deeply engaged in both the academic and physical development of the CCLD, which is scheduled to break ground in March 2011 with a ribbon cutting in July 2012.

The Admissions and Graduation Subcommittee is also committed to efforts to develop leaders of character as they are closely monitoring the development of a Character and Leadership Assessment Tool by Gallup. The initial assessment was given to the Class of 2013 during Basic Cadet Training this summer as a means of evaluating the newly developed instrument. If the Air Force ultimately decides to use this tool at USAFA and other commissioning sources, the assessment results will complement the present admissions process and enable the admissions department to balance external factors (grades, athletics, extracurricular activities, etc) with the innate character and leadership qualities of applicants when making its admissions decisions.

### Academics and Course of Instruction

The Board was extremely pleased that USAFA received the full ten year Accreditation in April. The Academics and Course of Instruction subcommittee worked diligently with USAFA, providing feedback on the Self Study USAFA provided late last year along with providing salient advice. USAFA did a remarkable job with the Accreditors saying they "knocked it out of the park." This continues USAFA's track record of 100% ten year accreditations since its first in 1959. In addition, none of the six concerns in the 1999 accreditation, including a comment regarding a lack of BOV involvement, were repeated this year. Finally, several subprogram areas were also fully accredited, including Engineering, Chemistry and Biology.

In a related topic, the Academics and Course of Instruction subcommittee is working to increase the number of graduate school studies program slots. This program provides graduating cadets the opportunity to attend graduate school with the intent to return to USAFA as a faculty

member. Recent cuts to the program have raised concerns that the credentials of future faculty could be weakened and the subcommittee is taking steps to address this with the Air Force.

### Admissions and Graduation

When leaders from across the Nation with diverse backgrounds are invited to provide their collective wisdom to an organization, as is the case with the BoV, true collaboration with the leadership of the organization they are assisting can ignite creative thinking. A good example of the power of such collaboration can be seen in the development of the U.S. Air Force's Character and Leadership Assessment Tool (CAT). The CAT is a scientifically-based interview instrument developed specifically for the U.S. Air Force by Gallup to assess the innate character and leadership traits of applicants to officer accessions sources. A description of that collaboration follows:

At a BoV meeting in April 2006 in Colorado Springs, Colorado, a briefing presented by the USAFA Center for Character Development indicated that there was a lack of a scientific rigor in both defining and measuring the character and leadership capacity of cadets. While reliable objective measurements were available for assessing academics, physical fitness, extracurricular activities, and even volunteerism the most critical aspect of accessing and developing future officers—character and leadership traits—had to be measured in very subjective ways. Given that the primary mission of USAFA is “to develop officers of character,” this appeared to be an area that could benefit from substantial improvement. Subsequently, over many months and many meetings the USAFA leadership, faculty, staff and cadets consistently told BoV members that their observations led them to believe USAFA had about 25% simply outstanding cadets, and anywhere from 2%-10% who would never become good leaders. One can only wonder what it would be like if the Air Force Academy or AFROTC had 75% outstanding cadets.

At an ensuing BoV meeting, USAFA leadership confirmed the substantial challenges facing the USAFA Admissions Department in attempting to determine or even quantify the character and leadership capacity of applicants. A significant portion of the evaluation of applicant's character and leadership capacity was accomplished through reliance on letters of recommendation or the subjective assessment of one of the various 1,700 individual Air Liaison Officers (ALOs) who interviewed applicants. Again, it appeared one of the most critical aspect of selecting cadets lacked a scientifically valid or reliable methodology.

Based upon the personal business experience of several BoV members, the BoV was confident that the capability to accurately measure the character and leadership capacity of young people already existed in industry, and its potential to address this identified need in the USAFA admissions process offered a wonderful opportunity for USAFA to work on the leading edge of higher education admissions. Visionary USAFA leadership grabbed this opportunity and ran with it.

In May 2007, Gallup presented their 40 year company's history and capability in assessing human characteristics—particularly leadership traits—at a BoV meeting that included the senior USAFA staff, the full BoV, Mr. Michael Wynne, the then Secretary of the Air Force, Mr. Roger Blanchard, the then Assistant Secretary of the Air Force for Manpower and Personnel, and Mr. Robert Goodwin, the then Deputy Assistant Secretary of the Air Force for Force Management Integration. At the conclusion of the presentation, USAFA leadership asked for Headquarters Air Force support in exploring the possibility of employing this type of capability

in officer admissions. After a follow-on meeting at the Pentagon with Mr. Blanchard and Mr. Goodwin, Mr. Blanchard agreed with USAFA's recommendation and directed Headquarters Air Force to develop an Air Force unique interview instrument designed to assess both character and leadership capacity that could be used at USAFA, AFROTC, and OTS to assess applicants.

In July 2007, the Air Force held a full and open source selection competition at Bolling AFB, Washington D.C to evaluate the numerous competitive proposals received from contractors involved in this type of work. Gallup was selected as the winner, and awarded a contract. Over the ensuing two years an immense amount of work has been accomplished by Gallup to better define how the Air Force perceives character and leadership; to select, qualify, and validate the individual questions that make up the Air Force unique interview instrument; to resolve the many technical challenges associated with hosting an on-line survey that can be accessed and completed by candidates from around the world; to develop useful scoring and reporting procedures for the Air Force; and, to provide training and support to the many Air Force personnel involved in implementing such a system. During this entire two-year developmental period, this program received the strongest possible support and financing from four consecutive Assistant and/or Acting Assistant Secretaries of the Air Force: Mr. Roger Blanchard, Mr. Robert Goodwin, Mr. Craig Duehring, and Mr. Ron Winter. Their collective commitment and vision for the potential of this program to significantly benefit the Air Force has allowed this to advance to the final validation stage.

In the summer of 2009, the Character and Leadership Assessment Program was ready for final validation, and as such, program management and contracting responsibility along with associated program funding were transferred to the U.S. Air Force Academy under the leadership of the Superintendent, Lt Gen Michael Gould. The CAT validation is now being accomplished by a group of very knowledgeable PhDs from the USAFA Plans and Programs Directorate (USAFA/XP) research staff. The validation process began in earnest in June 2009 when over 1,300 of the incoming Class of 2013 were administered the Air Force interview instrument developed by Gallup. Upcoming validation testing may include USAFA upper class cadets, AF ROTC cadets, and possibly officer trainees from OTS. Once final validation is complete, and the true value of the insight provided by Gallup's CAT has been shown, there will be a separate determination made as to the most effective way to utilize this information in the admission process. It appears USAFA has at their fingertips, for the very first time, the ability to accurately assess the character and leadership capacity of their applicants with a scientifically valid tool.

While this technology is still in the validation stage today, the potential benefits from utilizing the CAT are impressive. They include:

- Enhancing overall level of performance within the cadet wing
- Reducing overall attrition
- Reducing the number of instances of inappropriate or criminal behavior, or "scandal"
- Provide the Cadet and USAFA leadership with an additional decision-making tool in determining disposition of behavioral breeches
- Strengthening the overall culture of the cadet wing(s) by having far more positive role models among the more senior cadets for younger cadets to follow
- "Level the playing field" by potentially increasing the overall diversity of the wing(s), incorporating potential-based tools in addition to performance-based tools in the selection of an Academy class.

- Improving accomplishment of officer accessions sources' missions by ultimately commissioning a greater percentage of new lieutenants with high character and leadership traits
- Increase tax-payer return on investment in the USAFA graduate officer corps by enhancing officer retention, performance, and promotion
- Meet the intangible but irrefutable and priceless public expectations of Service Academies as the standard-bearers of American ideals

In addition, once the value to Air Force officer admissions sources becomes apparent, the list of possible long-term benefits becomes limitless, for example:

- Improving admissions department evaluations at all Service academies
- Improving the selection of faculty and staff at Service Academies
- Improving Congressional members' selection of nominees to Service academies
- Improving the quality of candidates selected to attend Air Force Basic Military Training School (BMTS)
- Improving the quality of candidates when hiring government civilians
- Screening of senior leadership positions or Senior Executive Service (SES)
- Improving the quality of candidates for jobs in the Department of State, or Home Land Defense, or FEMA, or any number of agencies.

In summary, the combined vision and continued commitment of the leadership at both USAFA and Headquarters Air Force have nurtured this program to the point where its full technical merits will soon be clear. Regardless of the final outcome, the BoV appreciates the leadership and hard work of the Admissions and Graduation Subcommittee, and would like to thank each and every one of the many individuals who committed their time, effort, and resources in pursuit of such a potentially valuable new technology.

#### Combat Survival Training Program

At our July meeting, USAFA provided the BOV with an outstanding overview of the newly reinstated Combat Survival Training program. We watched a video detailing the training cadets received on surviving hostage situations, including dealing with relentless interrogations, blindfolding and mild forms of physical stress as well as paying a visit to the training compound and witnessing some of the training activities first hand. Within the confines of safety, this program is intense, rigorous and extremely realistic. It is teaching peer leadership, stress handling techniques and even providing opportunities to expand their experience with the enlisted force training them. I am gratified to report that this program, right out of the gates, is preparing our future Air Force leaders to survive and return with honor in first-rate style under a curriculum the Air Force and DoD can be proud of.

#### Vacancies on the Board of Visitors

At the present time, the BoV has one vacancy. It is a Vice Presidential appointment and must be a Senator. With the change in administration, we have yet to fill this vacancy; however, I continue to engage with the Office of the Vice President on this matter. In addition, we

anticipate two vacancies in our Presidential appointees: our Vice Chair, A.J. Scribante, and Dr. Richard Tubb. Both terms expire on 30 December 2009. We have not received word on plans for reappointing or replacing them. The past two BoV meetings were well attended, which reflects the fact that members understand their attendance is critical to the success of the BoV.

In my third one-year term as chairman of the USAFA BoV, I am humbled and honored to serve on this impressive Board. We look forward to continuing our work with you, senior Air Force leaders, the USAFA Superintendent, Lieutenant General Michael Gould, 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 of the Air Force, Manpower and Personnel  
Superintendent, USAFA  
Members of USAFA Board of Visitors  
Designated Federal Officer, USAFA Board of Visitors  
Executive Secretary, USAFA Board of Visitors

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**USAFA BOARD OF VISITORS  
MEMBERSHIP, COMPOSITION, AND TERMS  
(as of 3 September 2009)**

|  | Years on<br>the Board | Term<br>Expires |
|--|-----------------------|-----------------|
| <b><u>APPOINTED BY THE PRESIDENT OF THE UNITED STATES*</u></b> |                       |                 |
| Mr. Charles Garcia (USAFA '83) – Chair                         | 2005-Present          | 2010            |
| Mr. A.J. Scribante – Vice Chair                                | 2006-Present          | 2009            |
| Ms. Sue Ross (USAFA '83)                                       | 2008-Present          | 2010            |
| Mr. Robert C. Hayes  | 2009-Present          | 2012            |
| Ambassador Susan C. Schwab                                     | 2009-Present          | 2012            |
| Brig Gen Richard J. Tubb (USAFA '81)                           | 2009-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 Doug Lamborn    | 2007-Present | Annually |
| U.S. Representative Loretta Sanchez | 2007-Present | Annually |
| U.S. Representative Jared Polis     | 2009-Present | Annually |
| Mr. Terry Isaacson (USAFA '64)      | 2006-Present | Annually |

**APPOINTED BY THE CHAIRMAN, SENATE ARMED SERVICES COMMITTEE**

|                                  |              |          |
|----------------------------------|--------------|----------|
| U.S. Senator James Inhofe (R-OK) | 2009-Present | Annually |
|----------------------------------|--------------|----------|

**APPOINTED BY THE CHAIRMAN, HOUSE ARMED SERVICES COMMITTEE**

|                                  |              |          |
|----------------------------------|--------------|----------|
| U.S. Representative Niki Tsongas | 2008-Present | Annually |
|----------------------------------|--------------|----------|

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\* 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 (5 U.S.C., Appendix, 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 chairperson, 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 chairperson; 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 chairperson 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 Designated Federal Officer shall be a full-time or permanent part-time DoD employee, and shall be appointed in accordance with established DoD policies and procedures. The Designated Federal Officer or an Alternate Designated Federal Officer shall attend all Board and subcommittee meetings.

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, the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b, 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. Recordkeeping: The records of the Board and its subcommittees shall be handled according to section 2, General Records Schedule 26 and appropriate DoD policies and procedures. These records shall be available for public inspection and copying, subject to the Freedom of Information Act of 1966 (5 U.S.C. § 552, as amended).

Charter Filed: October 4, 2008

# 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, 6-7 March 2009**

**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 1318 on Friday, 6 March 2009.

**ATTENDANCE**

**MEMBERS PRESENT:**

Mr. Charles García (Chair)  
Mr. A.J. Scribante (Vice Chair)  
U.S. Representative Peter DeFazio (D-OR)  
U.S. Representative Loretta Sanchez (D-CA)  
U.S. Representative Niki Tsongas (D-MA) Via Teleconference, Mar 7, 2009  
Ambassador Susan Schwab  
Mr. Terry Isaacson  
Ms. Susan Ross  
Mr. Robin Hayes  
Brig Gen Richard Tubb

**MEMBERS ABSENT:**

U.S. Senator Ben Nelson (D-NE)  
U.S. Senator Bob Bennett (R-UT)  
U.S. Representative Doug Lamborn (R-CO)

**AIR FORCE SENIOR STAFF:**

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

**USAFA SENIOR STAFF:**

Lt Gen John Regni, Superintendent  
Brig Gen Samuel Cox, Commandant of Cadets  
Brig Gen Dana Born, Dean of the Faculty  
Dr. Hans Mueh, Director of Athletics  
Col Chevalier Cleaves, Director of Admissions

**BoV EXECUTIVE SECRETARY:**

Col Vic Sowers (AF/A1DO)

## **Opening Comments (March 6, 2009 – Day 1)**

The chair opened the meeting by thanking Lt Gen Regni and his staff for their support and scheduling the cadets for the focus groups held later that day. Chairman García then recognized the presence of Ms. Barbara Barger (DFO) and the members of the BoV. He welcomed the newly appointed members - Ambassador Susan Schwab, Congressman Robin Hayes and Brig Gen Richard Tubb. Mr. García further discussed the day's agenda highlighting the visits with the cadets. Chairman García stated how the BoV always gains valuable insight when talking with the cadets. The cadet focus groups consisted of a cross-section of cadet wing leadership, honor representatives and African-American cadets.

Chairman García noted the one thing the BoV has really focused on is diversity. The Academy has experienced difficulty in recruiting African-American and Hispanic cadets. He explained how the BoV established a subcommittee to deal with diversity recruiting issues and said Congresswoman Sanchez would discuss the committee efforts on Day 2.

Chairman García explained to the three newly selected members that there are five subcommittees, encouraging them to join one. He asked all subcommittee chairs to introduce themselves and speak about their subcommittee.

## **BoV Member Introductions**

Mr. Scribante introduced himself as the chair for the Admissions and Graduation Subcommittee and gave a description of his subcommittee. Their past and recent focus has been to enhance the caliber of individuals/candidates requesting admission to the Academy through a Gallup assessment process. The subcommittee is pleased to share the news that this assessment tool will be fully implemented with the Class of 2014.

The Chairman of the Character and Leadership Subcommittee, Mr. Isaacson introduced himself. He described the areas his subcommittee focuses on – honor; ethics; respect; gender relations; religious tolerance; and, character and leadership programs. His subcommittee is also interested in graduate relations and athletic programs, specifically supporting proposed legislations to create a 501(c)(3) corporation for the Air Force Academy's Athletic Association 501(c)(3) Corporation proposed legislation through Congress.

Ms. Sue Ross explained that she is Chair of the Academic and Course of Instruction Subcommittee and what her subcommittee is involved with. The subcommittee's primary focus is on the Academy's ten-year accreditation in April 2009. Some other focus items are the human resource perspective, specifically as it deals with faculty, diversity and scholarships for graduates to obtain advanced academic degrees.

Congressman DeFazio provided an overview of his subcommittee, the Infrastructure and Resources Subcommittee, which currently does not have a chair. He stated there is a tremendous amount that needs to be accomplished on site - single-pane glass in the barracks, deteriorating high-voltage cables, gymnasium and chapel refurbishment, etc. A major area of concern is maintaining and rejuvenating the many facilities, especially those of historical and symbolic significance, that are beginning to reach the end their expected life expectancies from when they were constructed.

Congresswoman Sanchez is the chair for the Congressional Nomination Subcommittee; however, in her absence, Mr. García detailed what this subcommittee has been working on. Most of this subcommittee's energy has been focused on increasing admissions of cadets from predominantly African-American and Hispanic districts.

Congressman Hayes introduced himself. He is a native of North Carolina. His family owned a textile business and he became interested in politics later in life after his children were out of school. He has always enjoyed being connected with the military and stated any day he can figure out how to help the military is a good day.

Brig Gen Tubb introduced himself as one of three brothers that graduated from USAFA. He wanted to be a pilot but the Academy reintroduced their pre-med program. His intention was to go back to pilot training but later discovered halfway through medical school there was no going back. He will soon retire from the Air Force.

Ambassador Schwab introduced herself next. She stated that she has spent most of her life traveling. She joined the Foreign Service for a while and was a United States Trade Representative. She has worked in the civilian sector and with the government in different positions – Commerce Department, State Department, Treasury Department and United States Trade Representative. Ambassador Schwab also mentioned she was the Dean of Public Policy at the University of Maryland, ran the University System of Maryland Foundation then became the Vice Chancellor. She is a previous BoV member and stated she is looking forward to serving again.

Congressman DeFazio is in his 12th term in Oregon and said if he makes it through this term he will tie the record for longevity in Oregon. He also mentioned he is the chair for the subcommittee on Highways and Transit.

Mr. García stated he grew up in Panama. His uncle was an Air Force Brigadier General and he became fascinated with the USAF. His original intent was to become a pilot but because of poor eyesight, he was disqualified and became an Intel Officer. After his Air Force career, he went into business and started a financial service firm. He has served on the Florida State Board of Education and now is actively serving on a several Fortune 500 boards.

Lt Gen Regni and members of his staff engaged in a lengthy discussion regarding recruiting a more diverse population. Areas of discussion included but were not limited to: unqualified applicants being disapproved; African-American/Hispanic high school graduation rates; recruiters' emphasis on recruiting for enlisted positions opposed to officer positions; and, possible lack of enthusiasm by some district representatives in highly diverse demographic areas.

### **Opening Comments (March 7, 2009 - Day 2)**

The Chairman opened the meeting by again thanking Lt Gen Regni and his staff for their support and arranging the BoV dinner the night before. Mr. García noted that Congresswoman Tsongas would be joining the meeting at some point during the day via telephone conference. He stated the first order of business was to swear in the three new members to the BoV. The Honorable Mr. Craig W. Duehring swore in Congressman Hayes, Ambassador Schwab and Brig Gen Tubb.

Mr. García noted this would be Lt Gen Regni's last BoV meeting and highlighted how he very assertively put together a strategic plan to move the Air Force Academy forward. The Chairman also stated the reason the Academy has come so far so fast is because of the service Lt Gen Regni has given the BoV, and expressed his appreciation. Lt Gen Regni thanked Chairman García and expressed how incredibly honored he has been to be assigned as the Superintendent and to be named President of the University he graduated from.

In honor of his upcoming retirement from the Air Force, Chairman García recognized Lt Col William Brigman for all his behind-the-scenes efforts for the BoV both at the Academy and the Pentagon. Lt Gen Regni concluded by introducing his staff.

### **Old Business**

Mr. García requested a motion to accept the meeting minutes from the November 20, 2008 meeting in Washington DC. The motion was made, seconded, and approved. No additional comments were made.

## **New Business**

Mr. García asked for nominations for a new Vice-Chairman since the term of the former vice-chair, Gail Jaquish, expired. Mr. Isaacson nominated Mr. A.J. Scribante and Congressman DeFazio seconded the nomination. Mr. A.J. Scribante was then unanimously elected. Mr. García discussed dates for further 2009 BoV meetings. The next meeting is planned for the Academy on 24-25 July 2009. Prospective meeting dates for September and November 2009 were discussed, but further coordination is required to solidify those dates.

## **Superintendent's Update**

Lt Gen Regni started by introducing his staff. He stated he would update the BoV on the following: 1) upcoming graduation for the class of 2009; 2) show where the Air Force is going to employ the graduated Cadets across various specialties; 3) the National Character Leadership Symposium; 4) academic excellence; 5) discuss where USAFA stands regarding graduates attending graduate school this year; 6) funding update; and, 7) energy plan for the Academy.

Lt Gen Regni began with an update on the upcoming graduating class of 2009. The graduating class consists of 1,058 U.S. and 16 international graduates. This class performed very well and is doing an exceptional job of leading the cadet wing. The class of 2008 was the first class go over 1,000 graduates and this one is even larger.

The next topic was where the graduated cadets would be employed. The Academy continues to have about 520 pilot training slots a year – typically 52 percent of the graduates go to pilot training. A significant number of graduates will enter into other career operations: intelligence; engineering; science; contracting and acquisitions; base support; personnel; services; communications; aircraft maintenance; and, logistics. Five cadets were approved for cross-commissioning into the Army, Navy and Marine Corps. In addition, the Air Force is starting a UAV test class in late June and USAFA has been asked to provide two Lieutenants. There will be 50-60 graduates going right into graduate school. Cadets are continuing to compete for national scholarships.

Lt Gen Regni then discussed the 16th National Character and Leadership Symposium. The theme was “Answering the Nation’s Call: Our Legacy in the Making.” Brig Gen Cox added that the symposium started with a presentation from Staff Sergeant Roe Davis, an Air Force Academy class of 1973 graduate who, now at age 58 is in the Army National Guard. Other inspirational speakers at the event were Gene Cranz, Apollo 13 Mission Commander, and David Williams, CEO for the Make-A-Wish foundation just to mention a few. This event allowed the cadets to see that they too can contribute in many areas. Lt Gen Regni stated the things cadets are already doing in the community are pretty amazing.

Lt Gen Regni expressed his gratitude to the Air Force that the Academy is now in a position to be fully funded. In the past, the Academy didn’t have the appropriate funding to meet the core mission. Through a lot of hard work by a lot of dedicated people and tremendous support from the Air Staff in very difficult times the Academy’s budget was fixed. With the funding increases, there are no longer any broken programs. Additionally, USAFA continues to receive at least \$50M annually toward the “Fix the Air Force Academy Facility Infrastructure Plan.” Unfortunately, while the Air Force’s funding of the Academy is fixed, contributions from private organizations (Olmstead Foundation, Saber Society, etc) have diminished. This year, these organizations were not able to contribute the same level of support to the Academy enjoyed in previous years.

The Superintendent provided an overview of the Academy’s energy plan. His vision is for USAFA to be a net zero electricity consumer by 2015. The Academy will generate enough green energy to cover all of its own electrical needs. As the Academy continues to develop its own energy, Lt Gen Regni expects it will be carbon neutral by 2025. The following are energy

producing opportunities the Academy is looking into: dry fermentation biomass facility, solar fields, hydroelectricity, wind and wooden biomass.

As this is Lt Gen Regni's final BoV meeting, Mr. García asked that of the over 70 challenges the General identified, what three are the most critical for the Academy to focus on in the upcoming years. In response, Lt Gen Regni's first item of note is that the Academy should continue using respect for human dignity, which covers a wide range of things that include sexual assaults, religious respect, etc. His second issue is safety. The cadets are put through a lot of high risk training activities. The third item that USAFA should continue to stay abreast of the Air Force missions, in particular, the UAV and cyberspace programs. The Superintendent added one supplemental item to his list: to preserve the heritage of the Air Force Academy.

The Director of Admissions, Col Cleaves provided the BoV with an admissions update. He stated how broadly spread across society they are and how far they go to capture the best talent in the nation. One of the strategic goals of the Academy is to enhance the Academy staff and cadet diversity. This goal is not only in recruiting cadets, but to also focused on retention of key diversity categories in both the staff and cadet populations. The following are programs assist in reaching this strategic goal: Leaders Encouraging Airmen Development, Diversity Visitation Program, and Service Academy Diversity Conference. The Admissions Office continues to research, develop and implement new programs for enhancing diversity. Lt Gen Regni added that a significant challenge outside the Academy's control is that there is a disproportionate number of minorities not graduating from high school because of the economy – they are pulling out of high school in the 11th grade - and that these societal issues will continue to impact diversity at the Academy.

Brig Gen Born provided an update on the 10 year accreditation in April. She explained that the accreditation is federally mandated and that an academic institution cannot receive federal funds for education or research unless nationally accredited. Gen Born also thanked Dr. Jaquish and the Academic and Course of Instruction Subcommittee, as well as the entire BoV, for their support and help in preparing for the accreditation.

Lt Gen Regni wrapped up by saying he thinks they have an outstanding mission at the Academy. The cadets are strong quality wise, enthusiastic and all have a strong desire to serve the nation.

### **Congressional Nominations Subcommittee Update**

Congresswoman Sanchez stated that this group has been working quite hard since the last Board of Visitor's meeting. They are trying hard to figure out how to increase the number of Air Force Academy application submissions from critical diversity categories. The desired outcome of these efforts is to have an exponential increase in nominations and an increase in those being accepted to the Academy.

### **Infrastructure and Resources Subcommittee Update**

This Subcommittee did not meet during this BoV meeting. However, Congressman DeFazio has accepted the position as Chair for this Subcommittee.

### **Admissions and Graduation Subcommittee Update**

Mr. Scribante announced that Brig Gen Tubb has joined this subcommittee. During the meeting Col Cleaves provided an update on the progress being made in regards to diversity. Additionally, he shared the diversity makeup of the Class 2013. Mr. Scribante mentioned the subcommittee had a chance to meet with point of contacts for the Gallup Program. Mr. French stated that the program is doing very well due to the up front funding provided. It is on contract



to interview the incoming class this summer. He added that we will finally be assessing people after two years of hard work developing the questionnaire and assessment tool.

### **Character and Leadership Subcommittee Update**

Mr. Isaacson proposed a new charter. He stated it is the same as it has been for the past couple of years, with two additions. He proposed to expand the charter to include athletic programs and graduate relations. These additions are to support the Athletic Association 501(c)(3) initiative and the Character and Leadership Implementation plan. The charter was unanimously approved. Mr. Isaacson stated the two areas his committee focused on were the creation of the Air Force Academy Athletic Association 501(c)(3) and the Character Task Force Item Number 5. During the discussion, CW Sanchez agreed to take the lead on working with Congressional members on the HASC to support specific legislation to create the AFAAA 501(c)(3). Col Packard also briefed the Subcommittee on a comprehensive overview of the Human Relations Program.

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

Subcommittee met – no formal update to report.

### **Closing Remarks**

Mr. García closed the meeting by asking Lt Col Brigman to address a couple of compliance issue required by the Federal Committee Advisory Act (FACA). There are two items that are to be completed annually; Financial Disclosures and an Ethics briefing. The Financial Disclosure forms are to be forwarded to Mr. Richard Engle. The Ethics briefing will take place at the September 2009 BoV meeting in Washington D.C. The open portion of the meeting then concluded and the closed portion, consisting of a Character update, commenced.

### **Schedule of Future Meetings in 2009**

Projected dates for the next BoV: 24-25 July 2009 (Fri & Sat) at USAFA.

Proposed meeting dates for the rest of 2009 are:

- September 2009 in DC (exact day TBD)
- November 2009 in DC (exact day TBD)

### **Summary of Motions**

1. Chairman García moved to elect a new BoV Vice-chair. Mr. A.J. Scribante was nominated, seconded and unanimously elected for this position.
2. Mr. Isaacson moved to have the BoV approve the 2009 Charter for the Character and Leadership Subcommittee, Mr. Scribante seconded and the motion was unanimously passed.
3. Congressman Hayes moved to have full endorsement by the BoV for the resolution to the nonprofit entity for the Athletic Association. Mr. Scribante seconded. Congressman Hayes respectfully requested these minutes demonstrate that the BoV is fully behind this effort.

**Summary of Follow-On Actions**

All BoV members, please forward a copy of your latest Financial Disclosure by 15 May 2009 to:

Mr. Richard Engle  
HQ AF/A1DO  
Airman Commissioning Programs  
2221 S. Clark St., Suite 500  
Arlington, VA 22202



VIC SOWERS, Colonel, USAF  
Executive Secretary

**APPROVED:**



CHARLES P. GARCÍA  
Chairman, USAF Academy Board of Visitors

**APPENDIX 2: Minutes of the Quarterly Meeting of the USAFA BoV, 24-25 July 2009**

**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 1400 on Friday, 24 July 2009.

**ATTENDANCE**

**MEMBERS PRESENT:**

Mr. Charles García (Chair)  
Mr. A.J. Scribante (Vice Chair)  
Senator James Inhofe (R-OK) (24 July only)  
Representative Doug Lamborn (R-CO) (25 July only)  
Representative Niki Tsongas (D-MA) (25 July only)  
Representative Jared Polis (D-CO) (25 July only)  
Honorable Robin Hayes  
Mr. Terry Isaacson  
Ms. Susan Ross  
Dr. Richard Tubb

**MEMBERS ABSENT:**

Senator Ben Nelson (D-NE)  
Senator Bob Bennett (R-UT)  
Representative Loretta Sanchez (D-CA)  
Ambassador Susan Schwab

**AIR FORCE SENIOR STAFF:**

Honorable Mr. Daniel Ginsberg, Assistant Secretary of the Air Force for Manpower and Reserve Affairs  
General William Fraser III, Vice Chief of Staff  
Mr. Dave French, USAFA BoV Designated Federal Official (DFO)

**USAFA SENIOR STAFF:**

Lt Gen Michael Gould, Superintendent  
Brig Gen Samuel Cox, Commandant of Cadets  
Brig Gen Dana Born, Dean of the Faculty  
Dr. Hans Mueh, Director of Athletics  
Col Chevalier Cleaves, Director of Admissions

**BoV EXECUTIVE SECRETARY:**

Col Vic Sowers (AF/A1DO)

### **Opening Comments (24 July 2009)**

The chair opened the meeting by stating the BoV had a quorum and thanked the Superintendent, Lt Gen Mike Gould, and his staff for hosting the meeting at USAFA. He also announced the presence of Mr. Dave French as the DFO, the BoV Vice Chair, Mr. AJ Scribante, and members Mr. Hayes, Mr. Isaacson, Ms. Sue Ross, Dr. Richard Tubb and Senator James Inhofe. Senators Bennett, Senator Nelson, Congresswoman (CW) Sanchez and Ms. Schwab were unable to attend. He also announced that Congressman (CM) Polis, CM Lamborn, and CW Tsongas would join the meeting on Saturday and CW Sanchez would be calling in to give her subcommittee report on Saturday as well.

After some administrative remarks from Col Sowers, Senator Inhofe was sworn in to the BoV by the Honorable Mr. Ginsberg.

### **Subcommittee Overview**

The subcommittee chairs provided an overview of their subcommittee's mission for the benefit of new members. As Chair of Admissions and Graduation, Mr. Scribante described the subcommittee's focus on defining leadership, improving the pool of candidates through Congressional involvement, diversification and graduation issues. Mr. Isaacson reviewed the Character and Leadership subcommittee and explained its involvement in the USAFA Athletic Association Non-Profit Corporation initiative as well as the strategic plan for the Center for Character and Leadership Development. Mr. García spoke about the Infrastructure and Resources subcommittee and asked Mr. Hayes to be its new Chairman, which he accepted. Mr. García proceeded to discuss the Congressional Nominations subcommittee's focus on diversity and bolstering relations with low and no-nomination districts to expand the national representation of cadets. The Academics and Course of Instruction subcommittee was also discussed by Ms. Ross as focused on issues relating to the academic credentials, programs and accreditation.

Following discussion, the members broke out into individual subcommittee meetings. This was followed by closed sessions in which the members engaged directly with panels of cadets from the current three-degree class and recent graduates of the newly established Combat Survival Training program.

### **Opening Comments (25 July 2009)**

The Chairman began by welcoming CW Tsongas, CM Lamborn and CM Polis to the meeting, announced a quorum and the presence of Mr. French as the DFO. He then had the board introduce themselves. Lt Gen Gould then introduced his staff. Following this, the Honorable Mr. Ginsberg administered the oath to CM Polis.

Following introductions, the theme of this meeting was announced as "New Horizons at USAFA" with an overview of the day's agenda.

### **Business**

The BoV discussed dates for the last two meetings of 2009. The first meeting was announced as 1 October 2009 in Washington, DC while the second was tentatively announced for December, also in Washington, DC.

### **Character and Leadership Subcommittee Update**

The Chair, Mr. Isaacson, announced membership of the subcommittee as Mr. García, Dr. Tubb, CM Lamborn and Mr. Hayes. He stated the subcommittee has two priorities in 2009: to work with USAFA on creating a non-profit corporation for the Athletic Department and the implementation of the strategic plan for the Center for Character and Leadership Development. He elaborated on the first item by stating that CM Lamborn and CW Sanchez had introduced legislation in the House while Senator Inhofe introduced a Senate version. Both versions will go into conference. He also said that while the House version had everything USAFA wants in the program, the Senate version was missing three authorities: the use of Government assets without cost, to have government personnel involved in the management of the corporation, and for appropriated funds support. Mr. Isaacson went on to say that after both versions are reviewed, we expect a new version but hope it includes all the authorities contained in the House version.

### **Admissions and Graduation Subcommittee Update**

The Chair, Mr. Scribante, announced membership of the subcommittee as Senator Nelson, Senator Inhofe and Dr. Tubb. He reported the Class of 2013 shows positive trends in diversity and are an exceptional class. He also stated the metrics used to evaluate cadets are excellent except in the area of Character and Leadership, which does not have an objective scientific measurement tool. He went on to add that the Gallup Character Assessment Tool is making great progress towards implementing a scientifically based method to evaluate these areas.

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

The Chair, Ms. Ross, announced membership of the subcommittee as Mr. Hayes and Amb Schwab. Mr. García asked CM Polis if he would like to join this subcommittee as well (he accepted later). She reported she was pleased the April 2009 USAFA Accreditation went very well and did not repeat the 1999 finding that the BoV was under-engaged. She also discussed the Graduate Scholarship Program. Ms. Ross reported this program for graduating cadets to continue their education with the goal of returning to teach at USAFA is important to maintaining a future pool of officers with master's degrees in areas USAFA needs in order to keep the faculty well manned. She stated 75% of graduate school program requests have been denied by the Air Force over the past four fiscal years. However, she is happy the Air Force Personnel Center and USAFA are making headway on improving this and she is hopeful the board process for this program in September/October 2009 will reflect significant improvement.

### **Infrastructure and Resources Subcommittee Update**

Did not meet formally at this BOV session. However, Mr. García announced Mr. Hayes agreed to take over as subcommittee's chair, joined by Senator Bennett, Senator Inhofe, CM Lamborn and CW Tsongas.

### **Superintendent's Update**

Lt Gen Gould's briefing highlighted his strategic goals for USAFA. His first goal is maintain the momentum of the previous Superintendent. He stated that fundamentals of his leadership style are respect, stability, and placing credit where it is due. As part of his philosophy, he believes caring for the cadets and all aspects of their needs to set them on a

path to success are paramount. He also said he wants to get USAFA success stories out to the public. A main part of the Superintendent's goal is to improve institutional pride and make sure the cadets love and have fun at their school while also studying and training hard.

Lt Gen Gould discussed the number of applications to USAFA, which were up 11% from last year. This group also had the highest number of qualified candidates in years. He looks forward to having a refined Character Assessment Tool in the near future. He then spoke about the "Fix USAFA" program and gave credit to the previous Superintendent for garnering \$470 million towards it, but reiterated the program needs a total of \$1 billion to complete USAFA's infrastructure upgrades.

The Superintendent concluded with an update on the H1N1 (Swine Flu) outbreak at USAFA in the early part of July 2009. He stated this was not a highly virulent strain and there have been no serious cases. All cadets and personnel who tested positively were isolated from the rest of the population and treated. Lt Gen Gould provided an email from an OSD physician who works DoD Pandemic Preparedness which points to USAFA as a premier example for how to handle outbreaks like this. As a result of the way USAFA handled the outbreak, there were zero incompletes for Basic Cadet Training.

### **Combat Survival Training Program**

The Commander of the Combat Survival Training Course, Lt Col Bill Thomas, provided an overview of the program. This is the first fully operational course of this type at USAFA since 2003. The mission of the course is to develop cadet's abilities to survive and return with honor, regardless of the circumstances. The course also develops the cadet cadre peer leadership abilities and interaction with Air Force enlisted personnel. All of these efforts help develop leaders of character. Training emphasis is on respect for human dignity, critical thinking, decision-making, stamina, courage, discipline and teamwork.

### **Congressional Nominations Subcommittee Update**

The Chair, CW Sanchez, provided a report via telephone on her subcommittee. She reported a major concern for Representatives and Senators from low or no-nomination districts is no matter how hard they have worked the nominations program; they simply have not had the caliber applicants for USAFA. However, there has been interest in a proposed orientation in August for staffers to meet with the representatives from low nomination districts. She also highlighted Congressional Nominations Smart Book USAFA provided for Congressional members were extremely well received. CW Sanchez reported that she would be meeting with the acting Under Secretary of Defense for Personnel and Readiness on a proposed diversity work shop. Other members of the subcommittee include Senator Nelson, Senator Bennett, Senator Inhofe and Mr. García.

### **Accreditation Report**

Brig Gen Born provided was pleased to report on the April 2009 Accreditation of USAFA. She reported an exceptional visit and continue USAFA's trend of full accreditation at every 10-year interval since the first in 1959. She also reported none of the six concerns in the 1999 accreditation were repeated this year. In addition to USAFA's accreditation, several subprogram areas were fully accredited, including Engineering, Chemistry and Biology.

## **Center for Character and Leadership Development (CCLD) Update**

Lt Gen Gould provided an overview of the development the center. He described the facility lay out of the structure and the mission to integrate all of the Academy's character and leadership initiatives under one roof. The competition for the final design and construction contracts are ongoing. The plan is to break ground by March 2011 with the ribbon cutting projected for July 2012. In addition, the CCLD will be led by a Senior Scholar Resident, a prominent civilian position for which a candidate is currently being actively pursued.

## **Closing Remarks**

Mr. García concluded the meeting by thanking Mr. Ginsberg and Gen Fraser for their attendance as well as Lt Gen Gould for hosting the meeting. He then adjourned the meeting.

## **Schedule of Future Meetings in 2009**

Proposed meeting dates for the rest of 2009 are:

- 1 October 2009 in DC (confirmed)
- 10 December 2009 in DC (tentative)

## **Summary of Motions**

None.

## **Summary of Follow-On Actions**

1. USAFA Athletic Department will provide Chairman a draft letter to send to the HASC and SASC with regards to the 501(c)(3) Non-Profit Corporation.
2. Senator Inhofe's office will draft a letter for the BoV to send to the SECAF requesting more funding for the Graduate Scholarship Program.



VIC SOWERS, Colonel, USAF  
Executive Secretary

## **APPROVED:**



CHARLES P. GARCÍA  
Chairman, USAF Academy Board of Visitors