

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

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**6-7 March 2009**

<p><b>Approved by the USAFA BOARD OF VISITORS 27 May 2009</b></p>
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**INDEX**

<b>TOPIC</b>	<b>PAGE</b>
Attendance.....	3
Chair’s Opening Remarks (Day 1).....	4
BoV Member Introductions.....	4
Chair’s Opening Remarks (Day 2).....	5
Old Business.....	5
New Business.....	5
Superintendent’s Update.....	6
Congressional Nominations Subcommittee Update.....	7
Infrastructure and Resources Subcommittee Update.....	7
Admissions and Graduation Subcommittee Update.....	7
Character and Leadership Subcommittee Update.....	7
Academic and Course of Instruction Subcommittee Update.....	8
Closing Remarks.....	8
Schedule of Future Meetings.....	8
Summary of Motions.....	8
Summary of Follow-on Actions .....	9

**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