



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

April 1, 2009

MEMORANDUM FOR SECRETARY OF DEFENSE

FROM: USAFA Board of Visitors
c/o AF/A1DO
1040 Air Force Pentagon
Washington, DC 20330-1040

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 July and November 2008 as well as the March 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 you and the President of the United States.

Since the last semi-annual report, three Presidential appointees were announced by President Bush. The three appointees are former Congressman Mr. Robert C. Hayes, Owner/Operator, Mt. Pleasant Hosiery Mill, Inc., the former U.S. Trade Representative, Ambassador Susan C. Schwab, and Brigadier General (Dr.) Richard J. Tubb. These new appointees replace Dr. Gail Jaquish (BoV Vice Chair), State Senator Jackie Winters (R-10, Oregon) and Mr. H. Gary Morse. We are proud to have these new appointees on our team. Also, Mr. A.J. Scribante was elected Vice Chair at our March 2009 meeting to replace Dr. Gail Jaquish

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. 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 from their districts 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 competing for diverse students. This includes assessing the Admissions Liaison Officer (ALO) program to determine how well it is achieving its mission. This subcommittee is currently monitoring the development of a Character and Leadership Assessment Tool by The Gallup Poll. The assessment will be 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, 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.
4. The Academics and Course of Instruction subcommittee, under the newly assigned chair, Sue Ross, is carefully monitoring the upcoming re-accreditation of USAFA in April 2009. This event takes place every ten years and the subcommittee, through the leadership of outgoing subcommittee Chair Dr. Gail Jaquish, provided extensive input to USAFA's 2009 accreditation "Self Study" report which illuminates USAFA's accomplishments of the past decade and identifies important challenges for the future (see attachments).
5. The Infrastructure and Resources subcommittee, chaired by Congressman Peter DeFazio, 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 held at USAFA, 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. She assembled a small working group in Congress of approximately 20 members, including representatives from your office, to examine the issue. The subcommittee found a sincere willingness amongst the continually underperforming districts to make more nominations but these offices often face difficulties in not having candidates with qualifying academic credentials. Other issues the subcommittee learned of were that some high schools do not allow recruiters on their campuses, and there are challenges in exhibiting diversity in the Air Force to potential minority applicants and parental influences in not wanting their children to join the military during a time of war. CW Sanchez is also working to find ways to market the Academy in these districts. CW Sanchez would like to personally meet with you, along with CM Elijah Cummings from the Naval Academy BoV, and other members of the committee including Senator Bob Bennett to discuss how DoD can be helpful in this effort to apply substantial resources to these 20 Congressional districts.

Character and Leadership

The BoV's commitment to character development continued in the second half of 2008. This topic was the theme of our July meeting at USAFA when we focused on the developing Character and Leadership Development Center under the leadership of its first endowed chair, Dr. Ervin Rokke. His briefing to the BoV in July 2008 addressed the many challenges USAFA is facing in developing the curriculum at the center in light of the continually changing profession of arms. However, USAFA's efforts to develop a state of the art center and to have the cadets themselves be integral in the development of the younger cadets bodes well for the center. We firmly agree with Dr. Rokke's assessment that USAFA has never been better poised to take on this challenge and improve its already outstanding capabilities in growing the finest young leaders in the nation.

Impacts of Deployed Faculty

During our November meeting, the BoV was treated to an outstanding experience that truly brought the sacrifices of our men and women in uniform into the meeting in a very personal way. USAFA and the team in the Air Staff coordinated a conference call with one of USAFA's deployed faculty. She provided meaningful insight into her duties training Iraqi military officers to speak English while being mindful of the lessons she would bring back to USAFA where she teaches, ironically, German to our USAFA cadets. In addition, USAFA brought a panel of recently deployed faculty, including one civilian, to discuss their experiences with us in person. They provided insights into how USAFA copes with their absence by having faculty members teach additional courses and by the use of temporary over hires. The sacrifices that USAFA and the individuals who deploy make with their skilled contributions to the Air Force and our

nation's combat capability is greatly appreciated by the BoV.

Cultural and Language Immersion

USAFA continues its support for enhancing the language capabilities of cadets who were immersed in the cultures of over 30 nations, learning their languages and developing their international awareness. In addition, several faculty members took advantage of immersion opportunities that enhanced classroom instruction and provided some level of exposure to almost the entire Cadet Wing. USAFA's goal of immersing 600-700 cadets a year is laudable and has the full support of this Board.

Accreditation

Our Academic and Course of Instruction Subcommittee members are monitoring and assisting in USAFA's preparations for the upcoming accreditation in April. They reviewed the self assessment...their opinion is that USAFA is well prepared for the upcoming review. We received a full update from the subcommittee at our March 2009 meeting and believe the "Self Study" is a wonderful depiction of USAFA's progress over the past decade. The BoV appreciates having participated in the Air Force Academy's preparation of the "Self Study" and are confident that USAFA will attain accreditation for another 10 years.

Air Force Academy Athletics Association (AFAAA) Non-Profit Organization

At the March 2009 meeting, the Board passed a unanimous resolution emphatically supporting the establishment of a non-profit organization to supplant the existing non-appropriated fund instrumentality that currently exists as the AFAAA financial support mechanism for the Athletic Department (see attachment). The Board is convinced that the Academy's legislative proposal, endorsed by the Secretary of the Air Force, will greatly assist the Athletic Department in achieving its vital mission to develop leaders of character. CW Sanchez and CM Lamborn agreed to seek additional sponsors and widespread Congressional support for this initiative.

Vacancies on the Board of Visitors

At the present time, the BoV has two vacancies. One must be appointed by the Vice President of the United States and the other by the Chairman of the Senate Armed Services Committee. With the change in administration, we have had a difficult time filling these vacancies; however, I will be engaged with both appointing authorities on this matter during this first half of 2009. Otherwise, BoV membership has been stable since August 2007. 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. In 2009, we look forward to working with you, senior Air Force leaders, the current USAFA Superintendent, Lieutenant General John Regni, and his staff, as

well as the recently announced incoming USAFA Superintendent Major General Michael Gould, 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, Manpower and Personnel
Superintendent, USAFA
Members of USAFA Board of Visitors
Designated Federal Officer, USAFA Board of Visitors

Attachment:

BoV Academic Committee Comments on USAFA Self Study – Introduction and Conclusions
BoV Academic Committee Comments on USAFA Self Study – Summary of Evidence
BoV Resolution concerning AFAAA 501(c)(3), March 7, 2009

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**USAFA BOARD OF VISITORS
MEMBERSHIP, COMPOSITION, AND TERMS
(as of 5 March 2009)**

	Years on the Board	Term Expires
<u>APPOINTED BY THE PRESIDENT OF THE UNITED STATES*</u>		
Mr. Charles Garcia (USAFA '83) – Chair	2005-Present	2010
Ms. Sue Ross (USAFA '83)	2008-Present	2010
Mr. A.J. Scribante	2006-Present	2009
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 Peter DeFazio	2007-Present	Annually
U.S. Representative Doug Lamborn	2007-Present	Annually
U.S. Representative Loretta Sanchez	2007-Present	Annually
Mr. Terry Isaacson (USAFA '64)	2006-Present	Annually

APPOINTED BY THE CHAIRMAN, SENATE ARMED SERVICES COMMITTEE

VACANT

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, 18-19 July 2008

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

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

ATTENDANCE

MEMBERS PRESENT:

Mr. Charles García (Chair)
Dr. Gail Jaquish (Vice Chair)
U.S. Senator Wayne Allard (R-CO)
U.S. Senator Bob Bennett (R-UT)
U.S. Representative Loretta Sanchez (D-CA)
U.S. Representative Doug Lamborn (R-CO)
U.S. Representative Peter DeFazio (D-OR)
State Senator Jackie Winters (R-OR, District 10)
Mr. Terry Isaacson
Mr. A.J. Scribante
Mr. H. Gary Morse
Ms. Susan Ross

MEMBERS ABSENT:

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

AIR FORCE SENIOR STAFF:

The Honorable Mr. Ronald Winter, Principal Deputy to the Assistant Secretary of the Air Force
for Manpower and Reserve Affairs
Lieutenant General Frank Klotz, Assistant Vice Chief of Staff
Dr. Todd Fore, Deputy Director of Force Development
Ms. Barbara J. Barger, USAFA BoV Designated Federal Officer
Mr. Dave French, USAFA BoV Alt Designated Federal Officer

USAFA SENIOR STAFF:

Lt Gen John Regni, Superintendent
Brig Gen Susan Desjardins, Commandant of Cadets
Brig Gen Dana Born, Dean of the Faculty
Dr. Hans Mueh, Director of Athletics
Dr. Ervin Rokke, Chairman of the Center for Character and Leadership Development
Gary Packard, Permanent Professor, Behavioral Sciences and Leadership Department
Colonel John Norton, Director of the Center for Character Development
Colonel Chevalier Cleaves, Director of Admissions

SPECIAL GUESTS:

None

BoV EXECUTIVE SECRETARY:

Lieutenant Colonel William Brigman (AF/A1DO)

OPENING COMMENTS

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

OLD BUSINESS

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

NEW BUSINESS

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

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

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

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

Superintendent's USAFA Update:

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

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

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

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

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

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

Character and Leadership Update:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Congressional Nominations Subcommittee Update:

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

Admissions and Graduation Subcommittee Update:

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

Infrastructure and Resources Subcommittee Update:

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

Character and Leadership Subcommittee Update:

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

Academic and Course of Instruction Subcommittee Update:

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

Closing Remarks:

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

Schedule of Future Meetings in 2008 and 2009:

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

SUMMARY OF MOTIONS

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

SUMMARY OF FOLLOW-ON ACTIONS

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



WILLIAM L. BRIGMAN, Lieutenant Colonel, USAF
Executive Secretary

APPROVED:



CHARLES P. GARCÍA
Chairman, USAF Academy Board of Visitors

APPENDIX 2: Minutes of the Quarterly Meeting of the USAFA BoV, 20 Nov 2008

**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 0917 on Thursday, 20 November 2008. Subcommittee meetings were held earlier that morning.

ATTENDANCE

MEMBERS PRESENT:

Mr. Charles García (Chair)
Dr. Gail Jaquish (Vice Chair)
U.S. Senator Wayne Allard (R-CO)
U.S. Senator Ben Nelson (D-NE)
U.S. Senator Bob Bennett (R-UT)
U.S. Representative Loretta Sanchez (D-CA)
U.S. Representative Doug Lamborn (R-CO)
U.S. Representative Niki Tsongas (D-MA)
State Senator Jackie Winters (R-OR, District 10)
Mr. Terry Isaacson
Mr. A.J. Scribante
Ms. Susan Ross

MEMBERS ABSENT:

U.S. Representative Peter DeFazio (D-OR)
Mr. H. Gary Morse (resigned prior to this meeting)

AIR FORCE SENIOR STAFF:

The Honorable Mr. Ronald Winter, Principal Deputy to the Assistant Secretary of the Air Force
for Manpower and Reserve Affairs
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

SPECIAL GUESTS:

Col David LaRivee (USAFA/DFEG) – Previously deployed to Baghdad, Iraq
Lt Col Timothy Lawrence (USAFA/DFAS) – Previously deployed to Kabul, Afghanistan
Dr. Barry Fagin (Civilian – USAFA/DFCS) – Previously deployed to Aktobe, Kazakhstan
Capt Theresa White (USAFA/DFCE) – Previously deployed to Al Udeid, Qatar
Capt Seth Tribett (USAFA/DFF) – Previously deployed to Kabul, Afghanistan
Capt Sabine Peters (USAFA/DFF) (via Telecon) – Currently deployed to Camp Taji, Iraq

BoV EXECUTIVE SECRETARY:
Col Vic Sowers (AF/A1DO)

Opening Comments

The chair opened the meeting with the presentation for the Secretary of the Air Force Distinguished Public Service Award to an outgoing member, Senator Wayne Allard, for his service on the BoV since February 1999. Mr. Winter presided and presented the award on behalf of the Secretary of the Air Force which was followed by Gen Fraser's presentation of the Chief of Staff and Vice Chief of Staff coins and lastly, a presentation by Lt Gen Regni. Senator Allard expressed his appreciation to the BoV, the Air Force, and the Academy.

Chairman García noted that some congressional members would be coming in late and leaving early due to the voting schedule and as a result, the swearing in of the new member (Congresswoman Tsongas) would be delayed until later in the day. He then recognized the presence of Ms. Barbara Barger, Mr. Winter, and the members of the BoV. Mr. Winter introduced Gen Fraser, who represented the Chief of Staff. Lt Gen Regni concluded the introductions by introducing his staff.

Mr. García discussed the theme for the day--deployed faculty and an examination of the impacts and benefits. Dr. Jaquish discussed the purpose of the theme as an important part of the Academy's 2009 accreditation, specifically because of the unique situation of deployments and rapid turnover of faculty at military academies as compared to civilian institutions.

Old Business

Mr. García asked for comments about the minutes from the July 2008 meeting that were approved via email in September 2008. No comments were made.

New Business

Mr. García moved on to dates for the next meeting which is planned to be held at the Academy on 6-7 March 2009. Prospective meeting dates for May, July and October 2009 were discussed but further coordination will be required to solidify those dates.

Superintendent's Update

Lt Gen Regni began with an update on the Engineering Accreditation Commission and the Computing Accreditation Commission that accredited 10 of the Academy's engineering programs in October 2008. The accreditation is valid for the next 10 years. Notably, the accreditation identified no weaknesses or deficiencies.

The next topic was military manning of the Academy faculty. The Superintendent commented that overall, all majors and the athletic department have an overall P-1 (90% or higher level of manning). He also stated 100% of enlisted trainer positions will be filled by 2010. However, the Civil Engineering, Physics and English Departments are specific areas the Academy is watching in terms of manning and potential manning challenges.

Lt Gen Regni noted an area of concern is the Graduate Studies Programs. This program is designed to provide the Academy with future instructors with Masters or Ph.D.s. Due to funding challenges, the Air Force has only been able to fund 25% of 140 requested scholarships over the next several years which threatens to reduce the faculty manning. He asked the BoV continue to work with the Air Force to for more robust funding for these scholarships.

His next area of discussion was academics. The Superintendent told the BoV that 44% of cadets were on track for the Dean's List...including 48% of this year's freshmen. In terms of attrition, each class is lower than the previous five-year average so the Academy is on track to graduate about 1000 cadets each year over the next four years.

Lt Gen Regni introduced the new Commandant, Brig Gen Sam Cox, to discuss the Commandant's Challenge. This is an annual operational readiness exercise and inspection for the Cadet Wing. It includes tests in areas ranging from physical fitness, airmanship, deployment/expeditionary skills, academic knowledge, drill and ceremonies as well as various inspections. Lt Gen Regni was happy to report that physical fitness scores are at a 12-year high and that attrition as a result of physical fitness deficiency is at the bottom of the list of reasons for cadets leaving the Academy.

The Superintendent reviewed the status of the Colorado 501(c)(3) initiative that would provide the Academy's Athletic Department the ability to raise private funds to enhance athletic programs and thus competitive. The expectation is that the legislation will make it through the Secretary of the Air Force and Secretary of Defense by January and will be at Capitol Hill in February to meet the Congressionally set due date of 1 March 2009. Chairman García made a motion that Mr. Isaacson be designated the BoV point of contact for this issue which passed unanimously.

Dr. Jaquish voiced concerns with the Graduate Studies Program cuts and the additional restriction that the scholarships are mostly intended to send students to the Air Force Institute of Technology (AFIT). As this school provides mostly technical degrees, she noted non-technical degrees will become more difficult to come by amongst Air Force officers in the coming years. She made a motion to re-emphasize the BoV's support for these programs. This motion passed unanimously.

Lt Gen Regni began his wrap up by announcing the addition of a permanent professor position that was authorized by Congress this year and that the Dean of the Faculty is now in the process of filling. He also reviewed the Academy's extensive energy savings program. The intent is to make the school a net zero energy consumer by 2015 by using solar, hydroelectric, conversion of waste to energy, wind, and dry fermentation as energy sources. He also discussed the Class of 2013' which to date has 8386 applicants and 350 appointments. At the conclusion of Lt Gen Regni's presentation, he received comments from Senator Allard on the high quality of applicants his office screened and Mr. García's high regard for the energy initiatives.

Deployed Faculty Presentation

Brig Gen Born began by emphasizing the importance of a motivated and operationally current military faculty to provide the Air Force perspective to cadets. She also pointed out there are two classes that graduate every year...the Cadet Wing and the rotating faculty. She said the faculty's development and operational currency is extremely important to their development as officers. It helps them maintain their professional skills and promotion potential. However, Brig Gen Born also pointed out that deployments affect manning and results in the need to hire temporary instructors, pull staff from around the Academy to fill in, and increase class sizes. She then noted the biggest way the BoV can help is to continue to be engaged in this topic and prepared to lend their voice in helping to keep the Academy's faculty mission capable.

A teleconference was then initiated with Capt Sabine Peters, an instructor (German) at the Academy who is currently deployed to Camp Taji, Iraq teaching English to Iraqi officers in flight school. She provided the BoV some of her background and the living and working environment at her deployed location. She answered questions from the BoV about what she intends to bring back to Academy cadets. Specifically, Capt Peters intends to explain her appreciation for what the Air Force offers her and the cultural awareness she has learned in Iraq.

Upon the conclusion of teleconference, Congresswoman Tsongas was sworn in as a new BoV member by Mr. Winter.

After a lunch break, the BoV continued the deployed faculty presentation. Brig Gen Born began with a video presentation about deployed faculty, followed by an introduction of 5 previously deployed faculty members. Col LaRivee discussed bringing a sense of the importance of learning, an armed social sciences perspective and a perspective of what it is like for lieutenant in a deployed environment back to the cadets. Dr. Fagin mentioned that the lessons he brought home to the cadets were the need to break down stereotypes of Americans abroad, maintain flexibility and adaptability, and the need to win the hearts and minds of other cultures. As a result of his experiences, Lt Col Lawrence told the BoV that he makes sure cadets understand the importance of their Academy education and that the Afghan cadets are very similar to Air Force Academy cadets, but that they have a lifestyle of fear for being involved with the Afghan military when they go home. So, Air Force cadets should reflect on that and appreciate where they are from. Capt Tribett told the BoV he makes sure his cadets know how much fun he had in his deployment. Finally, Capt White discussed the need to be open to any possibility after graduating as she found herself as the Executive Officer in an Army company as a brand new second lieutenant during her deployment.

Dr. Jaquish asked the panel to discuss how they pass on their experiences. Col LaRivee said he focuses on the joint perspective while Dr. Fagin said there are several levels of experience from the technical to the overall cultural awareness. Mr. Isaacson expressed interest in how they were selected for deployment. Col LaRivee responded...selections can be voluntary but are mostly a product of how people are postured within the Air Force deployment cycle. Dr. Jaquish asked how the Academy coped with the panel's absences. The panel responded it was a mixture of other people in their section picking up duties, temporary hires, and utilizing staff members from other areas of the Academy.

Congressional Nominations Subcommittee Update

Congresswoman Sanchez began by explaining the focus of this subcommittee over the last few months has been on helping low and no nomination Congressional districts get the word out about the Academy. She assembled a small working group in Congress and with members from the Office of the Secretary of Defense to examine the issue. The consensus the subcommittee found amongst the continually underperforming districts was a willingness to get more nominees but difficulties in not having candidates with qualifying academic credentials. Some other issues she learned of were high schools not allowing recruiters on their campuses, difficulties in portraying diversity in the Air Force to potential minority applicants and parental influences in not wanting their children to join the military during war. She then discussed efforts in marketing the Academy in those districts and the initial analysis and determining solutions to get more applicants from underrepresented districts.

Infrastructure and Resources Subcommittee Update

State Senator Winters discussed her subcommittee's efforts to ensure adequate resources for the Academy to renovate its facilities. Her main concern is that the BoV continues to express its support for the Academy's 15-year "Fix USAFA" plan and ensure it remains an item of interest in the future.

Admissions and Graduation Subcommittee Update

Mr. Scribante provided an update on the Gallup Character Assessment Tool. It is funded and getting ready to enter implementation stage. The technicalities of creating the web site for applicant access to the tool are currently being worked.

Character and Leadership Subcommittee Update

Mr. Isaacson read the subcommittee's charter describing its responsibility to work with faculty and cadets and provide recommendations to the BoV about developing Character and Leadership programs. He mentioned the Leadership and Character Development Center is currently being designed and that funding and the hiring of a staff are being explored. He also asked for briefings on the status of honor cases and the continued progress of the Leadership and Character Development Center.

Academic and Course of Instruction Subcommittee Update

Dr. Jaquish opened by discussing the importance of the upcoming accreditation in April 2009 which only occurs every 10 years. She mentioned the subcommittee is reviewing the first three chapters of the Academy's self-study so they can gauge preparation by the Academy for this event. The fourth chapter is expected at the end of the month and the final chapter in mid-December. The subcommittee is analyzing the report and preparing comments for the BoV to provide the Academy by the end of December. Overall, Dr. Jaquish's assessment of the self-study is that the Academy is in an extremely good position to pass the accreditation.

Closing Remarks

Mr. García closed the meeting with the annual election of the BoV Chair and Vice Chair. Mr. García and Dr. Jaquish were re-elected for a third term as the Chair and Vice Chair, respectively. After the election, the open portion of the meeting concluded and the closed portion consisting of a Character and Discipline update and BoV administrative time began.

Schedule of Future Meetings in 2009

Projected dates for the next BoV: 6-7 March 2009 (Fri & Sat) at USAFA.

Proposed meeting dates for the rest of 2009 are:

May 2009 in DC (exact day and decision to hold this meeting TBD)

July 2009 at the USAFA (exact days TBD)

October 2009 in DC (exact day TBD)

Summary of Motions

1. Chairman García moved to make Terry Isaacson the BoV point of contact for the Academy Athletic Association's Colorado 501(c)(3) non-profit corporation initiative. Dr. Jaquish seconded and the motion was unanimously passed.
2. Dr. Jaquish moved to re-emphasize the BoV's support for the Graduate Studies Program. The motion was unanimously passed.
3. Chairman García and Vice Chair Jaquish were unanimously re-elected to their positions for a third one-year term.

Summary of Follow-On Actions

None.

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VIC SOWERS, Colonel, USAF
Executive Secretary

APPROVED:

A handwritten signature in black ink, appearing to read "Charles P. García". The signature is written in a cursive style.

CHARLES P. GARCÍA
Chairman, USAF Academy Board of Visitors



**UNITED STATES AIR FORCE ACADEMY
BOARD OF VISITORS**

WASHINGTON, DC 20330

To: Brig. General Dana Born, Dean of the Faculty, U.S. Air Force Academy

From: Gail A. Jaquish, Ph.D.

Re: Board of Visitors, Academic & Course of Instruction Committee Comments on
USAFA 2009 Accreditation "Self Study" - "Introduction" & "Conclusions"

Date: January 26, 2009

The USAFA Board of Visitors (BoV) Academic & Course of Instruction Committee appreciates the opportunity to have now reviewed the entire USAFA "Self Study." We provided our comments on accreditation Criteria #1, #2 and #3 in December 2008 and our suggestions regarding Criteria #4 and #5 in early January 2009. We offer for your consideration the points summarized below which reflect the consolidated review of BoV Members Ms. Sue Ross, Mr. Terry Isaacson and myself concerning the "Introduction" and the "Conclusion" chapters of the "Self Study."

On behalf of the entire BoV, we commend you, the faculty and staff for this impressive USAFA "Self Study." We look forward to receiving the final report.

Introduction

General Issues

Regarding USAFA "*Responses to the 1999 NCA Accreditation Team Report*," item #1 (pages 19-20), the response outlines the two major curriculum revisions that have been implemented since the 1999 report and points out that these revisions address Challenge #2 and #3, but is there sufficient reference to "... *clearly articulated objectives and appropriately designed evaluative instruments* ..."? Does the response adequately address the stated 1999 challenge? The information currently presented in the response is partially responsive to the challenge, but perhaps adding a concise statement on methodology and tools for a "*meaningful assessment*" is needed? Is there anything more specific that can be added regarding assessment? As written, it may invite an accreditation report comment similar to the one in the 1999 report.

Concerning USAFA "*Responses to the 1999 NCA Accreditation Team Report*," why is the response to item #3 (page 21) significantly more limited than the responses to other issues the NCA cited in the 1999 report? Given that the 2009 accreditation criteria differ from those used in prior NCA accreditations, especially in requiring more demonstrative evidence of meeting the criteria, it seems that response #3, in particular (by virtue of addressing how USAFA assesses achieving the goals of its curriculum transformation), should receive at least as much elaboration of evidence as the other 1999 cited issues in this introductory chapter.

Rather than including language that speaks to Challenge #3 in the response to Challenge #1, recommend revisions (to responses to Challenge #1 and to Challenge #3) that specify what USAFA has done to address the stated challenge. The voluminous "Self Study" most certainly does that in its subsequent chapters. But, the "Introduction" to the document reads conceptually and functionally like an executive summary of USAFA's major initiatives to address the Challenges cited in the 1999 NCA accreditation; and, therefore, seems in need of further specification on Challenge #1 and Challenge #3 with regard to assessment evidence.

Specific Content Matters

Page 5: Reference to the "*new 25 M*" Falcon Athletic Center seems distracting in the introduction when the cost and age of other facilities is not identified. Consider deleting "*new 25 M*" in this introductory paragraph (assuming its novelty and its cost is described elsewhere in the "Self Study").

Page 8: In the 1st sentence of the last paragraph, consider deleting the words, "*regardless of major or academic specialty.*" Why raise the issue as to whether the high quality education might vary amongst majors? Further in the same paragraph, it states, "... *147 semester hours, but the payoff is significant.*" Suggest either deleting the words, "*but the payoff is significant*" or revising the phrase to read, "but the benefits are significant."

Page 12: In the 3rd paragraph on "Sexual Assault," at end of 2nd sentence, it would help the reader to know that the assertion about the crime being under-reported nationwide has an empirical source. Perhaps add a footnote citing the source of the data or insert the word "nationwide" to be the last word in the sentence?

Page 20: If this is the first time that the COAP is mentioned in the "Self Study" it either needs to be defined, rather than just using the acronym, or footnoted to explain what the COAP is (or refer the reader to the Appendix Glossary for definition).

Page 21: Towards the end of the top paragraph there is a sentence which reads, "*Every cadet in a disciplinary major at USAFA in the Class of 2011 and beyond will take a capstone course that challenges them to tackle complex real-world problems within their chosen fields of study.*" In light of the COAP, the reader might assume cadets are implicitly challenged to tackle complex real-world problems in all courses and wonder what is different in a capstone course? If the unique attribute of the capstone course is requiring cadets to conduct original research on a complex real-world problem (or some other attribute of the capstone course), making explicit what the added value associated with the capstone course is would clarify this point.

Edits, Formats, Typos, etc.

Page 1, 4th paragraph: Recommend deleting first 3 words, “*regardless of origin*” (redundant with the next two words in the paragraph ... “all cadets”).

Page 7, 2nd paragraph, line 19: Recommend deleting “*and leaders of character*”.

Page 8: The paragraph introducing the athletic programs states, “*On the athletic field, and in the classroom, cadets are fierce competitors.*” Is the word “*fierce*” what you most want to emphasize? Suggest either deleting the word “*fierce*” or perhaps rephrasing to state, “cadets are exceptionally competitive” (a suggestion purely out of concern for avoiding adverse value judgments by civilian readers).

Page 17, last paragraph, line 2: Recommend deleting the comma “*America and across campuses today.*”

Page 19, last paragraph, line 1: Recommend “*Response: While USAFA has maintained a broad, balanced curriculum throughout our 50-year history, the Academy ...*”

Conclusion

General Issues

Evidence of the four cross-cutting themes is well done!

Specific Content Matters

Page 1: In line 2 of the first paragraph, should the entity referenced as worthy of accreditation be the USAF or USAFA?

Page 4: Concerning “*USAFA as a Connected Organization,*” since 1999 USAFA has made extensive changes in how it integrates across mission elements and how it interacts with the Air Force as its primary customer. Recommend the first two paragraphs of this section be more assertive in taking credit for this significant progress since the 1999 report.

Page 6: The top paragraph references the “non-toleration” clause in the Academy’s Cadet Honor Code. Clearly, everyone well versed in the USAFA Honor Code understands precisely what the non-toleration clause means. Is it possible that accreditation readers will not? If there is any doubt about how focus on “non-toleration” will be interpreted, the meaning of the clause should be clarified because “tolerance” (in the affirmative) is a matter of importance at USAFA and a subject of impassioned debate in “the public square.”

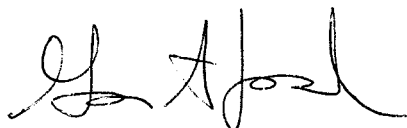
Edits, Formats, Typos, etc.

None. Very well written!

Concluding Remarks

The "Self Study" is a wonderful depiction of USAFA's progress over the past decade. The USAFA Board of Visitors appreciates having participated in the Air Force Academy's preparation of the "Self Study" and we wish you the best of success in attaining accreditation for another 10 years!

Respectfully,

A handwritten signature in black ink, appearing to read "G. A. Jaquish". The signature is fluid and cursive, with the first and last names being more prominent than the middle initial.

Gail A. Jaquish, Ph.D.
Chair, Academic & Course of Instruction Committee
Vice-Chair, USAFA Board of Visitors

Cc: Charles Garcia, Chairman, USAFA Board of Visitors

To: Brig. General Dana Born, Dean of the Faculty, U.S. Air Force Academy

From: Gail A. Jaquish, Ph.D.

Re: Comments on USAFA 2009 Accreditation "Self Study - Summary of Evidence"

Date: February 6, 2009

In reviewing the "*Self Study – Summary of Evidence*" I assumed this document will precede the "*Introduction*" chapter, and is similar in purpose to an executive summary. In addition, I cross-checked chapters of the main report against the "*Summary*" sections to gauge the extent to which the "*Summary*" highlights the key evidence in each of the individual subsequent chapters. Finally, I looked at the "*Summary*" from the point of view of its merits as a stand-alone document for potential future use beyond the immediate audience of the accreditation readers. I offer for your consideration the following comments on the "*Summary of Evidence*."

Summary of Evidence

General Issues

Please give additional final review consideration to each section of the "*Summary of Evidence*" from the perspective of whether each section stands the test of being the best summary of the highlights of each chapter of the main report. When conducting this final cross-check, it is useful to adopt the frame of reference of a reader accustomed to thinking about the typical American university or college, as opposed to being attuned to the unique attributes of the Air Force Academy.

In some respects, the "*Summary of Evidence*" is the most difficult section of the report to craft. The entire "*Self Study*" is an extraordinary detailing of the many accomplishments, changes, challenges and progress since the 1999 accreditation. At a basic level, the "*Summary of Evidence*" is the preliminary guide for the accreditation team, directing them towards details to follow, creating a sense of anticipation of learning more about the developments at the Academy over the past 10 years that are elaborated upon in subsequent chapters of the report. Consider starting this "*Summary*" by including a statement of USAFA's frame of reference in approaching the "*Self Study*." It should sharpen the accreditation readers' appreciation for this "*Summary*" to become acquainted early on with the faculty and staff's perspective (pride in successes and humility in acknowledging "*challenges*").

It is the human-interest aspect of any drama that makes it compelling. The fact that the USAFA faculty instigated internal self-critique several years ago, which eventually led to the committee that produced this report, is an impressive dimension of the motivation of this "*Self Study*" undertaking, and also emphasizes the integrity and commitment of the USAFA faculty. The faculty and staff, the authors of this report, are the life-blood of this great

institution. Let their voice (their motivation) be heard from the beginning; it will not detract from the technical merits of this report, it inspires it! As written, it is missing.

The "*Self Study*" has two primary goals. First, full institutional accreditation will derive from USAFA demonstrating evidence of meeting the present Higher Learning Commission's five major accreditation criteria (and each of the respective subcomponents). I believe the entirety of the "*Self Study*" achieves the first goal of detailing how USAFA demonstrates it meets all criteria for accreditation. The "*Self Study*" has another goal. Along with the April 2009 site visit, the "*Self Study*" should also potentially impact the tone of the final accreditation report.

In addition to evaluating whether USAFA meets all of the accreditation criteria, the final accreditation report will also communicate a variety of impressions and associated subjective conclusions that reviewers will reach about the enduring nature of what is best about USAFA, its efforts to improve itself since the 1999 previously cited "*challenges*," and an estimation of the Academy's prospects for sustaining its level of performance in the future. Communicating how the faculty and staff approached and conducted its "*Self Study*" is an aspect of the "*Summary of Evidence*" which seems lacking and which, if added, may help to shape the tone of the final accreditation report.

Page 1, paragraph 1, as written, seems a less than exciting way to begin the entire report. Paragraph 1 to the "*Summary of Evidence*" starts by stating what the accreditation reader already knows about his or her own role in the accreditation process. The first paragraph to the "*Summary of Evidence*" should capture the essence of what is most exciting from the "*Introduction*," highlighting the uniqueness of USAFA as an institution of higher learning in America. The existing "*Summary of Evidence*" first paragraph is well written and technically accurate. But, it doesn't seem like the most compelling way to introduce the entire "*Self Study*," which is, in fact, a fascinating document to read.

It also seems useful for the final editing of this "*Summary of Evidence*" to bear in mind that this "*Summary*" will endure as a stand alone document, often being used when interested parties are not able to review the entire "*Self Study*." When conducting final revisions to the "*Summary of Evidence*," continue to apply the litmus test of its potential future widespread use. This "*Summary of Evidence*" has objectives beyond the purpose it will serve as the preface to the "*Self Study*" for the accreditation team. The "*Summary of Evidence*," along with outlining the case for how USAFA demonstrates meeting all accreditation criteria, could expand its versatility by injecting a few statements towards the beginning to capture the essence of what has been accomplished through the Academy having produced the distinguished "Long Blue Line" for 50 years. USAFA has risen rapidly to the upper tier of universities in America. This is also noteworthy. This "*Summary*" is the start of a long report intended to make the case for the accreditation reader to endorse institutional accreditation of USAFA for only its 6th time in history. Plant the image of the exciting swift successful institutional

trajectory in the reader's mind at the start of the summary (rather than merely stating "USAFA has been continuously accredited since 1959.").

"Specific Content Matters" itemized below include a few examples I chose from the "Summary of Evidence" to illustrate the general issues outlined in my foregoing comments. Those at USAFA involved with finalizing the "Summary of Evidence" are versed in the details of the entire report and are best able to determine whether there are other key points in the substantive chapters better suited to achieve general goals suggested above.

Specific Content Matters

Page 2: In the sentence following the table of "USAFA Outcomes," the first part of the sentence states, "These institutional outcomes are the focus of all of the Academy's programs ..." Is this statement intended to convey that all of the Academy's programs are designed to develop these educational outcomes in cadets (emphasizing what is developed in the learner)? The learning focused initiative at USAFA, introduced since the 1999 accreditation, demonstrates substantial progress in improving the quality of education at the Academy. The statement such as the one on page 2 cited above is an opportunity for USAFA to demonstrate to the accreditation team how the new learning focused initiative permeates the institutional self-analysis thinking reflected in the "Self Study."

Page 3: The top paragraph overviews the objective of diversity at USAFA by stating that "Enhanced diversity of our faculty, staff and cadet population improves our cadets' education by exposing them to a broader range of experiences and ideas." The following paragraph addresses only the cadet wing aspect of USAFA diversity. Because USAFA diversity in the top paragraph referenced "faculty, staff and cadet population," a reader expectation is created that the summary will mention progress since the 1999 accreditation with regard to faculty and staff diversity as well. This issue seems particularly important to highlight in the "Summary" because the 1999 accreditation report addressed the need for USAFA to enhance faculty diversity. The summary clarifies diversity progress in the cadet wing (USAFA Cadet Wing Diversity Plan). However, USAFA Strategic Goal #4 extends beyond the cadet wing and is elaborated upon in the main report (USAFA Strategic Goal #4: Enhance faculty, staff and cadet diversity. Ensure we have the faculty, staff, and cadet diversity to broaden the cadet learning environment and prepare USAFA graduates to lead in a global expeditionary Air Force). Consider inserting a statement in the "Summary of Evidence" about USAFA efforts since the 1999 accreditation report to expand faculty and staff diversity.

Evidence presented in the main report chapter on Criterion #1 details structural forms of governance within and outside of USAFA that support its mission and ensure its integrity. The "Summary of Evidence" on criterion 1 "strengths" identifies having a clear mission and strong links to primary constituents, and proven commitment and ability to change and improve. Because Criterion 1 requires evidence of "structures and processes" that ensure the organization operates to fulfill its mission, it seems this final paragraph on

Criterion #1 “strengths” in the “Summary of Evidence” should include a reference to USAFA governance structures and processes which are subsequently detailed in the main report.

The main report chapter on Criterion #1 (draft pages 12-13) clarifies the Air Force’s broad definition of diversity as “Diversity in our service is broadly defined as a composite of individual characteristics, experiences, and abilities consistent with the Air Force Core Values and the Air Force Mission. Air Force diversity includes, but is not limited to, personal life experiences, geographic background, socioeconomic background, cultural knowledge, educational background, work background, language abilities, physical abilities, philosophical/spiritual perspectives, age, race, ethnicity and gender.” Consider whether the “Summary of Evidence” sentence concerning the principal Criterion 1 “challenge” (gender and ethnicity) might be framed more within the context of the Air Force’s broader definition of diversity. Development of organizational structures at USAFA since the 1999 accreditation report demonstrate material progress in diversity at the Academy, albeit “challenges” remain in specific dimensions of diversity (gender and ethnicity). These “challenges” are components within the full spectrum of what constitutes diversity in the Air Force. How diversity is conceptualized within the Air Force differs from how it is often more narrowly defined in colleges and universities. Part of what makes USAFA unique as a university is its broad-based conceptualization of diversity directly tied to its mission objective to prepare cadets who will become commissioned officers potentially deployed to locations worldwide. It seems important for the “Summary of Evidence” to highlight the complexity of how diversity is conceptualized at USAFA in order for accreditation readers to fully appreciate USAFA’s sophisticated approach to diversity which is detailed in subsequent chapters. While some “challenges” cited in the 1999 report may continue at present, much has been accomplished in the ten years between then and now. The diversity effort should shine brighter, while still acknowledging the “challenge.”

Page 5: Evidence outlined in the main report chapter on Criterion #2 addresses the learning focused initiative that began in August 2005. The main report further explains that the learning focused initiative in combination with the development of the USAFA Outcomes led USAFA to conclude it needed to improve coordination of assessment of learning at the Academy. These steps represent major changes since the 1999 accreditation. And, these achievements are central to a portion of Criterion #2 which requires USAFA to demonstrate that its allocation of resources and its processes for evaluation and planning demonstrate its capacity to improve the quality of its education. Given the significance of the learning focused initiative and associated changes at USAFA, it seems worthy of highlighting in this “Summary of Evidence” for Criterion #2.

Page 14: In the top paragraph, to appreciate the impact of 60 military faculty deploying, it would help to state what proportion of the total faculty that represents in the same sentence.

Page 15: It's unclear to me whether the last paragraph on page 15 is intended to wrap up the discussion of accreditation criterion #5, or is meant as a closing paragraph to the entire "*Summary of Evidence*." It seems it would be more effective to have it function as the latter (closing paragraph). With that in mind, consider having the final paragraph summarize proof of meeting all 5 accreditation criteria. It would be helpful to start the last paragraph with a sentence that says something to the effect of ... The extensive totality of evidence presented throughout the Self-Study concerning accreditation criteria #1, #2, #3, #4 and #5 demonstrates that USAFA satisfies all requirements for accreditation.

In addition, given the importance of "*preparing for the future*" as the primary theme to accreditation criterion #2, please consider adding a statement to the final paragraph on page 15 to capture the essence of USAFA being proactive about the future (it is well stated elsewhere in the "*Self Study*," I am simply suggesting a "future" concept be added to this final global summary paragraph).

Also consider having this final closing paragraph mention the concept of assessment. Assessment of USAFA Outcomes is now integrated throughout all mission elements at the Academy and permeates the entire "*Self Study*." It also merits being called out as a major accomplishment in this final closing paragraph of the "*Summary of Evidence*."

Edits, Formats, etc.

Page 13: In the third paragraph, recommend spelling out "*UCI*". Although the Unit Compliance Inspection term was introduced earlier in the "*Summary of Evidence*," use of abbreviations not well known to the reader quickly becomes tiresome. In cases such as this where the acronym is not mentioned extensively throughout the "*Self Study*," it would be easier just to spell out "*Unit Compliance Inspection*." Further down on the same page, "*GWOT*" is used, where spelling out "*Global War on Terror*" would similarly make for easier reading in the "*Summary*."

Page 15: In the 3rd paragraph, line 10, the word "*personnel*" is unclear. I suspect "*personnel*" at USAFA is an all inclusive term that refers to faculty, staff and cadets. A civilian reader might interpret personnel to mean faculty, administration and staff because students at colleges and universities are typically not referred to as personnel.

Concluding Remarks

Rather than spending more time going back through the main chapters to cross-check all key points for their inclusion in or exclusion from the "*Summary of Evidence*," in the interest of the limited time remaining before going to press, I submit the foregoing general points for your consideration. For the many reasons already mentioned, this "*Summary of Evidence*" is a very important part of the "*Self Study*." In technical content and inspirational quality it needs to rise to the same level of excellence as the chapters that follow. The collective expertise of you, the faculty and staff will make wise final judgments as to whether time and resources enable revising the "*Summary of Evidence*" in response to any of the points raised above.

Thank you for the opportunity to participate in the process of reviewing the USAFA 2009 accreditation "*Self-Study*." I extend my deepest gratitude to you, the faculty and staff for your dedicated pursuit of excellence in developing a remarkable "*Self Study*" which illuminates the accomplishments of the past 10 years at USAFA and identifies important challenges for the future of the United States Air Force Academy.

Respectfully,

A handwritten signature in black ink, appearing to read 'G. Jaquish', written in a cursive style.

Gail A. Jaquish, Ph.D.

cc: C. Garcia, USAFA Board of Visitors
S. Ross, USAFA Board of Visitors
T. Isaacson, USAFA Board of Visitors

RESOLUTION

The United States Air Force Academy Board of Visitors (BOV) has been fully briefed on the initiative to transition the Air Force Academy Athletic Association (AFAAA) into a unique Colorado nonprofit corporation with Federal authorities. Therefore, the BOV strongly supports Federal legislation that authorizes the Secretary of the Air Force to establish a nonprofit corporation under 26 USC section 501(c)(3) for the AFAAA. The new draft section to Chapter 903 of Title 10, United States Code, which would change existing law for this purpose, is attached to this RESOLUTION.

The Superintendent, Lieutenant General John F. Regni, started working within the Air Force and Department of Defense on this initiative more than 2 years ago. At the January 2008 meeting of the BOV, the members unanimously approved a motion to work with the U.S. Congress to establish a Non-Profit Federally Chartered Corporation for the Academy's athletic department. After consultations with counsel, representatives of the House Armed Services Committee and a number of other Members of Congress, the Air Force has drafted legislation for approval by OSD and the U.S. Congress.

This proposed change to existing law is of great value to AFAAA and the Air Force Academy's mission to develop officers and leaders of character for the nation. To that end, the BOV resolves to support the enclosed Federal legislation that establishes the AFAAA as a non-profit entity. The BOV designated Congresswoman Loretta Sanchez and Congressman Douglas Lamborn to generate support for this legislation among members of the U.S. Congress.



CHARLES GARCIA

Chairman, USAF Academy Board of Visitors

7 March 2009