MINUTES OF THE REGULAR MEETING

OF THE

BOARD OF VISITORS

UNITED STATES AIR FORCE ACADEMY

---

14 JANUARY 2014

Approved by the USAFA BOARD OF VISITORS 6 Mar 2014

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MINUTES OF THE REGULAR MEETING
BOARD OF VISITORS (BoV)

UNITED STATES AIR FORCE ACADEMY (USAFA)

The chairman opened the meeting of the USAFA Board of Visitors at 1000 on Tuesday, 14 January 2014.

ATTENDANCE

MEMBERS PRESENT:
Mr. Alfredo Sandoval (Chair)
Lieutenant General (Ret) Arlen "Dirk" Jameson (Vice Chair)
Representative Jared Polis (D-CO)
Representative Doug Lamborn (R-CO)
Representative Niki Tsongas (D-MA)
Maj General (Ret) Marcelite Harris
Dr. Thomas McKiernan
Mr. Fletcher "Flash" Wiley
Brigadier General (Ret) Dr. Paula Thornhill
Ms. Sue Hoppin
Senator Michael Bennet (D-CO)
Senator Tom Udall (D-NM)

MEMBERS ABSENT:
Senator Lindsey Graham (R- SC)
One vacant seat for VP Appointment (previously filled by Representative Loretta Sanchez D-CA)
One vacant seat for Speak of the House Appointment

AIR FORCE SENIOR STAFF:
The Honorable Deborah James, SECAF
Gen Mark Welsh III, CSAF
Mr. Gordon Tanner , SAF/MR
Lieutenant General Sam Cox, AF/A1
Dr Thomas Langdon, GS-15, USAFA BoV Designated Federal Official (DFO)

USAFA SENIOR STAFF:
Lieutenant General Michelle Johnson, Superintendent
Brigadier General Greg Lengyel, Commandant of Cadets
Brigadier General Andrew Armacost, Dean of the Faculty
Ms. Gail Colvin, Director of Staff
Chief Master Sergeant Steven Ludwig, Command Chief

USAFA SENIOR STAFF ATTENDING VIA TELECON:
Brigadier General Brian Dominguez, Mobilization Assistant to the Superintendent
Colonel Evan Miller, Vice Superintendent
Maj Ron Machoian, Chief Diversity Officer
Colonel Rich Fogg, 10th Air Base Wing Commander
Colonel Kabrena Rodda, Preparatory School Commander
Colonel Matt Esper, 306th Flying Training Group Commander
Mr. Larry Jones, Deputy Admissions Director
Colonel Dave Kuenzli, Inspector General
Colonel Paul Barzler, Judge Advocate
Lieutenant Colonel Chris Nelson, Director, Strategic Plans, Programs, Requirements and Assessments
Lieutenant Colonel Frank Verdugo, Director, Financial Management and Comptroller
Mr. Dave Cannon, Director, Strategic Communications
Lieutenant Colonel Brus Vidal, Director, Public Affairs
Ms. Laurie Carroll, Director, Manpower and Personnel
Major Abizer Tyabji, CAG Director

BoV EXECUTIVE SECRETARY:
Major Mark Cipolla (AF/A1PT)
Lieutenant Colonel Jonelle Eychner (AF/A1PT)
Ms. Tina Strickland, GS-15, USAFA BoV Alt DFO

OPENING COMMENTS

At 1000 Mr. Sandoval called the meeting to start and turned it over to Dr. Langdon who stated his appreciation for all the hard work that went into the preparation for the meeting and noted to the meeting attendees that his role as the DFO is one of a liaison to work with the board members and the federal government to ensure all FACA laws are met. Dr. Langdon then turned the meeting back over to Mr. Sandoval who stated his appreciation for all personnel in attendance to include the members of the board and the press in attendance. He went on to relay that it was his privilege to introduce the Honorable Secretary James, the Chief of Staff of the United States Air Force and the Superintendent of the U.S. Air Force Academy, then handed the floor over to Secretary James for comments.

AIR FORCE SENIOR LEADER COMMENTS--SECRETARY OF THE AIR FORCE

Secretary James stated that it was an honor to be at the BoV and important to be with colleagues. She continued to state that she feels it a huge honor to be appointed as the 23rd Secretary of the Air Force and would work hard to live up to the trust placed in her. She relayed that she comes to the position with 30 years of experience to include serving time on the House Armed Services Committee, worked for the Assistant Secretary of Defense for Reserve Affairs, and has government and business experience. Secretary James went on to state that no matter what, in the business of defense, it comes down to people and as a result she feels it her job to focus on the talent of today, to ensure the talent of tomorrow. She stated that she'll ensure we're acquiring and growing the right leaders and that the Air Force Academy is a premier source of this talent and she looks forward to visiting the academy.

Secretary James went on to state her focus as Secretary of the Air Force:

1) Culture: To ensure we're producing the right officers to lead us, to include the right blend of character, selflessness, academic smarts and commitment to the military, also to continue to focus on stamping out sexual harassment and assault.

2) Diversity: To ensure the right blend of race and geography of diversity. She posed the question if cadets have a multiplicity of interests or does every cadet want to be a fighter pilot.

3) Warrior Spirit: Our goal is to fight and win the nation's wars in Air/Space/Cyberspace. In her short time as SECAF she's traveled to 4 locations outside DC, two of her travels were to Dover Air Force Base to take part in a dignified transfer. She stated that she's reminded when seeing our Air Force members returned home to their families that this business we're in is a dangerous one and our people may be called to make the ultimate sacrifice.

AIR FORCE SENIOR LEADER COMMENTS--CHIEF OF STAFF

Next the Chief of Staff, General Mark Welsh, made some comments to the BOV. He relayed a Thank You for all the board does for the Air Force Academy. He went on to welcome Secretary James and also noted that Secretary Fanning did a great job during the interim and was good for the Air Force. He stated that even though the Secretary was not an academic, Duke and Columbia will have to do, and she's got a great business acumen and fantastic insight into our force and can provide an impact with the members of the hill. General Welsh then stated that Michelle Johnson was a phenomenal Air Force Academy cadet herself, she needs to be at the Air Force Academy and throughout her military career she's shown a sense of commitment in her jobs, she's not easily intimidated and will serve the institution well.

AIR FORCE SENIOR LEADER COMMENTS CONTINUED--CHIEF OF STAFF

To the board General Welsh stated that his job is to make sure the context is clear, issues which arise are not just academy issues, but Air Force ones and the academy can be a key part of the solution because the environment can be used to help resolve issues. He went on to state that the Air Force needs to change how it looks at problems and solves them and goes on to state that we are in the middle of this effort and it will take time. He stated that he asked Lt Gen Johnson to look at the Air Force Academy, evaluate what it looks like now and what we're building, if there's an institutional bias, it must be overcome.

BoV CHAIR OPENING REMARKS:

At the conclusion of the SECAF and CSAF's remarks, Mr. Sandoval called the Special BoV Meeting to order. He stated that the impetus for board members unanimously calling for this Special BoV meeting was due to its concern with the oversight of USAFA by USAF Senior leaders and the five successive and recent events in our new Superintendent's first 100 days and that were reported negatively in the national media. He stated that since USAFA is the USAF's premier institution in the development of its officers, it requires oversight from an informed chain of command and the necessary resources to accomplish its mission.

Additionally, the meeting was an opportunity to also discuss with USAFA and USAF in what the BoV perceives as an on-going and growing challenge concerning identifying and recruiting high quality diversity candidates: African Americans, Hispanic Americans, Asian-American-Pacific-Islanders and females for USAFA's Cadet Wing and their attendance in rated career field training, retention and accession as they graduate and transition as USAF Officers into active duty.

Moreover, he relayed that this Special Meeting was also an opportunity for the board to get acquainted with the new Superintendent, as a result of the October 2013 meeting being cancelled due to sequestration. He relayed the BOV desired to reengage with USAFA on the following priorities:

He relayed the BOV desired to reengage with USAFA on the following priorities.

1. Greater understanding of the USAFA Budget and the impact to USAFA mission.
2. Review and understand of the Cooperative Agreement between USAFA/AD and the AFAAC and the current budgetary impacts to AD sports and to the USAFA mission.
3. USAFA Preparatory School.
4. Input and participation with the CSAF's directed review regarding quality of USAFA graduates to meet USAF requirements.

Finally, he opined that the BoV's objective of this Special meeting was to be informed regarding USAFA budgetary issues, review the situations discussed above and to be updated on USAFA priorities in order to engage senior leaders, political constituents and organizations on USAFA's behalf.

Mr. Sandoval then handed the meeting over to Lt Gen Johnson for the Superintendent's Update.

NEW BUSINESS

SUPERINTENDENT'S UPDATE:

Lt Gen Johnson opened up her comments assuring the members present that the Air Force Academy has 'their eye on the ball.' She described the mission of the Academy to educate, train, and inspire men and women to being officers in our great Air Force. Her role is dual-hatted, she is both a military commander and college president. She's reached out to her colleagues, other university presidents, to exchange ideas and brainstorm new ways to improve higher education under significant budget reduction pressure and propensity of today's youth to seek education through on-line courses. She realizes the 4-year brick and mortar institution is not the most cost effective way of doing business however, the academy isn't just an educational institution but an environment that instills in the cadets the role of the 'profession of arms.'

Lt Gen Johnson touched on the financial challenges the academy is experiencing with the dwindling defense budget and that they were looking at what could be cut and still keep the academy in-tact. She outlined priorities which included focusing efforts on developing people and while the honor code is an important piece of this, so is being honorable. Also she informed the meeting that approximately half of the graduating cadets go to pilot training while the other half execute other missions of the Air Force. She stated that the 4-year immersion cadet's experience at the academy isn't always quite so fun, however, the graduating cadets depart with a renewed commitment to service and life long bonds. She offered superlatives regarding USAFA's education program, relaying that the Academy is a top 25 liberal arts college in the nation, engineering school is in the top 4 and the faculty mix is 60/40 military to civilian ratio who are phenomenally preparing the Cade Wing to face real issues. Gen Johnson then asked Brig Gen Armacost, to provide a quick state of the faculty.

Brig Gen Armacost said the academy is at the top of its game and has the best academic performance in 10-years. The combination of excellent research topics and broad curriculum balances the cadet's education with Humanities and Science-Technology-Engineering-Math (STEM) courses with an emphasis in STEM. The goal is to balance the humanities and STEM for 31 different majors and we do not want to move toward a vocational-technical institute. He provided kudos to the faculty for their dedication and award winning reputation and stated they are producing great Lieutenants for our Air Force. The academy is experiencing budget challenges like most of the Air Force and are exploring entrepreneurial within their research centers avenues to off-set funding decreases. Regional accreditation will be in academic year 2018/2019 and he asked the board to be mindful of this.

Lt Gen Johnson continued her update and said the academy currently has 27 intercollegiate sports teams and she believed sports are important, to include intramurals, since competition instills many qualities desired in our future leaders. Each service brings different capabilities to our nation's military force, in the Air Force we think about going over, not through, and this thought marks our character and makes us more incorrigible than our sister services. The cadets are being exposed to the warrior ethos culture and recently the Commandant released cadets to attend a recent funeral service for one of our own. This is part of our culture and important for the cadets to understand. I'm different from my college president colleagues because I also own a fire department and airfield...a dynamic other educational institutions do not have.

In looking at our strategic imperatives we are working on having a 'Unity of Effort' within our departments so our processes align and we're focused holistically on the mission. The structure to

SUPERINTENDENT'S UPDATE CONTINUED:

house the Center for Character and Leadership Development (CCLD), currently being constructed, is going to be a great resource to the Air Force and our nation. Over the last few months I have learned that a building a culture of commitment and climate of respect is good, but we also have to ensure the integration of all facets of the academy to reach our goals.

Brig Gen Lengyel stepped in and stated that over the summer in Basic Cadet Training (BCT), I took a different tact and asked the question; what is relevant leadership? Should we treat fourth class cadets like we were treated many years ago or should we re-evaluate to have the seniors take an interest in mentoring the cadets and incorporating them into the decision making? I instituted the latter so our graduates are more capable leaders as they enter the Air Force leading a very intelligent and dynamic enlisted force. We instituted a new process where freshman eat first because we take care of our Airmen. Mealtime has been reformed to be buffet style morning and evening, but lunch remains with the traditional process. To reinforce unity, sports teams no longer eat separately, but eat with their squadrons.

Lt Gen Johnson started briefing again and stated her goal to create a climate of respect. Recently she had the opportunity to talk with the Lesbian, Gay, Bisexual and Questioning (LGBQ) cadets and learned there's some opportunities for leadership to communicate more effectively and the LGBQ cadets relayed there wasn't any formal communication since Don't Ask, Don't Tell (DADT) was repealed and it would have been appreciated and helpful to their demographic. Leadership needs to be more attentive to this demographic and communicate effectively on issues affecting them.

It is anticipated the CCLD will improve outreach to our nation. It will change the academy skyline while also changing the benefits of scholarships. We are grateful to the generosity of donors that helped make this building a reality.

Budget problems are not unique to the academy and they are currently looking into how they adapt to a budget sharply focused on the mission, all is not lost with less money, but we just have to do things differently. Lt Gen Johnson talked through the budget slide which showed a significant decrease in USAFA O&M budgets since 2008.

General Welsh stated this slide is indicative of the entire Air Force budget and across the Air Force in Facilities, Sustainment, Restoration and Modernization (FSRM) funding we're at a minimum. Impact of sequestration on our long term budget is significant, this year and beyond we're cutting 20 percent and this is less than anticipated program reductions built 3-years ago.

Lt Gen Johnson stated the current budget reductions will not break USAFA, however, there are impacts being felt, especially within the infrastructure, as many of the buildings are timing out because it was built 50 years ago. As a result, sports, classes, and staff may be reduced but exactly where we are taking these cuts is still being analyzed. The Honorable James asked about the specific impacts of the budget reductions and Lt Gen Johnson said she'd share her plan.

Lt Gen (ret) Jameson asked what percentage of the 'Fix USAFA' program was able to be completed before sequestration hit. Gen Johnson wasn't able to provide an exact figure, but the academy staff tuned in via telephone noted over the last 5 years 30-40 million per year was dedicated to fix USAFA.

SUPERINTENDENT'S UPDATE CONTINUED:

Ms. Sue Hoppin asked about the capability for the academy to get waivers for construction projects and Gen Johnson replied that being on the national register does have some state requirements, but the additional cost to improvements is minimal. Maj Gen (ret) Harris asked what kind of sports will you cut and what is the impact, Gen Johnson replied the essence is competition, whether it be intramurals, club or intercollegiate. They are currently underway reviewing this to determine the best way forward.

Rep Tsongas asked if the academy is looking at decreased production as an avenue to cut costs and Lt Gen Johnson said we are not considering this at the moment. Rep Tsongas also asked about faculty mix and if we reduce the ratio could that impact savings? She also asked if the $68M in research grants were at risk and Brig Gen Armacost replied they expect a decrease in the partnership with industry and DoD, but currently they have not seen this materialize.

Dr. McKiernan asked if the academy was considering reducing majors and Brig Gen Armacost replied they have nine majors on the list, however, it is not a significant cost savings because it does not create the affect we want with decreased faculty due to curriculum requirements.

Secretary James commented at the conclusion of the budget discussions she looked forward to Lt Gen Johnson's advice, after she's had thorough evaluation time, to tell us how to help the academy function better.

Lt Gen Johnson then discussed the survey slide. A precious commodity for cadets is time and we need to make sure we make good use of it. She referenced the survey slide which showed the number of surveys cadets complete each year. There was a problem with cadets getting survey fatigue and not providing valuable input. The faculty involved cadets to help develop a solution to this problem and they are exploring ways to combine quality input with the time commitment.

The prep school operates on a < $500K annual budget and has an O6 commander. She's exploring ways to sustain the prep school and their mission.

Maj Gen (ret) Harris asked how the academy gets feedback from the field on how they're doing in producing officers, Mr. Sandoval replied this question is planned for a topic of discussion at the March 2014 meeting.

Lt Gen (ret) Jameson asked Brig Gen Lengyel if faculty diversity was in our sights? Is the academy tracking the civilian and military faculty ratio to ensure there is a benefit from diversity of experience? Gen Johnson responded you don't have to graduate from USAFA to understand how to teach there and non-USAFA graduate instructors also know very well what Air Force officers need to be successful. Brig Gen Armacost stated 60 percent of the military faculty are academy graduates. Lt Gen (ret) Jameson asked how many of the civilians were graduates? (OPEN)

Mr. Wiley then asked General Welsh what his thoughts are in how the academy adapts to the needs of the Air Force and does the BOV do better to help with this? Gen Welsh responded the academy has done good intermittedly to focus on issues one at a time. We have some tweaking to do around the edges and get past doing things the way they have always been done. If we have graduates not committed, they should be weeded out. The cadets will rise to expectations set, but need to make sure the standard is high enough. The CSAF went on to state the Superintendent sets the tone for the academy; she is not a removed figure on the hill, but a force providing stability.

SUPERINTENDENT'S UPDATE CONTINUED:
The BOV provides the requirement to give a reality based review and while we don't always look as good as we want to, we need to face this.

Brig Gen (ret) Thornhill commented that from a historian's perspective it's important to step back and review 2 fundamental issues: What's important to the Profession of Arms? What must we change? She compared this time at the academy to the interwar period which Gen MacArthur struggled with. Maj Gen (ret) Harris agreed with Brig Gen (ret) Thornhill, but also stated that we must not do this in a vacuum.

Rep Tsongas commented that being a college president and a military command simultaneously is hard. As the board of trustees we have a responsibility to assess the Superintendent's leadership; however the continual rotation of superintendents doesn't create a mechanism to create a sustainable evaluation model. The make-up of leadership positions creates a situation where, for example, the athletic director whose assignment is more stable can wield great power due to the familiarity they have with the issues and consistency within the organization. Can we provide more stability to the leadership role? Can we align the Superintendent's position to be more like a college president in regards to the amount of time this person holds the position? (OPEN)

Mr. Wiley asked Lt Gen Johnson if there was a product the BoV could have input into that provides an assessment involving resources and structural changes? Lt Gen Johnson relayed we're on the path for building a culture of commitment and a climate of respect. Prep school accessions are being reviewed with a higher level of scrutiny. We are also working with big Air Force to ensure we're producing officers the Air Force needs, we may not connect degrees with specialties, but we are trying to expand the leadership experience for the cadets with the time constraints we're under.

HONOR OATH DISCUSSION:
Lt Gen Johnson discussed the background to the creation of the academy's of the honor oath in the mid-1980s and Brig Gen Lengyel discussed the actions leading up to the recent honor oath controversy in the media. The issue became one of religious consternation since the words 'So help me, God' were included in the code. Brig Gen Lengyel handed this concern over to the Cadet Honor Code review committee and they decided to make the words 'So help me, God' optional.

Ms. Hoppin stated that it seems we're always reacting to issues. Can we be more proactive to communicate with our graduates. Lt Gen Johnson responded it's hard to anticipate which issues the media will take an interest in, but they are trying hard to anticipate these better. Also she's realigned Public Affairs (PA) to improve the doubling of efforts and welcomes recommendations to improve. Brig Gen Lengyel stated the academy did put out a PA release to squash the issue. Rep. Tsongas stated personnel have strong feelings on issues at the academy. Everything you do is subject to discussion. The academy should be prepared for that

OSI CONFIDENTIAL INFORMANTS (CI) DISCUSSION:
Brig Gen Lengyel provided the background on the former Cadet Thomas' disenrollment. He relayed Cadet Thomas' disenrollment procedure took longer than desired due to various factors. Cadet Thomas also faced an academic review in addition to disciplinary actions. While he was an OSI informant and was helpful to OSI, his personal conduct did not lend itself to military service. Mr. Sandoval asked why his debt was forgiven. Brig Gen Lengyel replied the cadet's OSI cooperation, his offenses and debt pay-back were considered in the disenrollment process and it was decided to forgive the debt.

OSI CONFIDENTIAL INFORMANTS (CI) DISCUSSION:
Lt Gen (ret) Jameson expressed concern that the CI program ran counter to the honor code. Rep Lamborn also commented he didn't see how you reconcile the honor oath with an informant because cadets are asked to portray themselves as something they are not. Brig Gen Lengyel relayed they did not have to do that, but they were only asked to report actions they have seen. Rep Lamborn stated he was still concerned and Rep Tsongas shared in Rep Lamborn's concern and stated she did not get a sense for strong oversight of this program. This program raises lots of questions for an academic environment that should create a climate of trust. I believe the academy should be looking at alternatives to the CI program and asked if this is appropriate for an academic institution?

Lt Gen Johnson replied she's looking into it, asked for an independent review from the Inspector General, is currently not using the CI program, and can't think of a situation where she would authorize its use.

Mr. Wiley then posed a question to Mr. Tanner asking if the CSAF had enough concern could he authorize an investigation. Mr. Tanner stated that inquiries were underway and to let the process work. The BoV could use the results/report for recommendations.

USAFA PERSONNEL HIRING PROCESS:
Next discussion centered on Dr. Rosebush who was hired at the academy in 2009 and subsequently it was discovered he wrote a book titled "Sanctification Coaching" that aims to help men overcome homosexual desires. Lt Gen Johnson relayed she had no legal basis for either his removal or transfer and he'd retain his current position.

Rep Tsongas expressed concerns that the hiring of Dr. Rosebush lends itself to question the hiring process of the academy for their employees. Ms. Hoppin commented that the academy should move to use more updated hiring practices to enable more thorough background reviews. Mr. Tanner stated he believes we could execute more thorough background searches, but would need some type of notification to the employees first. (OPEN) Lt Gen Johnson replied she welcomes modernizing hiring practices, but also stated there's a need to be cognizant and respect diversity of beliefs. Mr. Rosebush has not had any action to warrant investigation or removal. Brig Gen (Ret) Thornhill stated this is a terrific lesson and it would behoove the academy to use this momentum in updating position descriptions (PDs). Lt Gen Johnson stated she's using this lesson to help see the academy as others see them.

CLOSED SESSION:
Chairman Sandoval adjourned the meeting and concluded the day's "open" proceedings. BoV members then met in closed session. The purpose of the closed session was to discuss cadet discipline, honor, and sexual assault cases. Due to the discussions involving personal information of individual cadet cases the disclosure of which would constitute a clearly unwarranted invasion of personal privacy. Closure of this portion of the meeting is appropriate under 5. U.S.C S. 552b(c)(6).

OTHER COMMENTS:

Rep Polis asked if there was any issue with nominations by his colleagues. Brig Gen Lengyel stated there is a partial concern that not all congressional leaders are nominating from their districts. Mr. Sandoval stated the academy is challenged in expanding its diversity mix of each year's entering class due to the Congressional Nomination process, in that USAFA can only consider candidates for Appointments if they already and received a nomination. Moreover, there are approximately 110 Congressional districts that provide 3 or less Nominations to USAFA and most likely none of these applicants will gain admission. The data indicates that ethnicity, language, socio-economic and educational factors greatly influence the low number of USAFA nominations from these Congressional districts. The majority of these districts, as compared to national averages, are characterized by low high school graduation rates and a low number of college graduates. Additionally, these communities are dearth of military veteran role models to offer support and guidance to students seeking nominations to USAFA. USAFA Admissions does need to remain vigilant and supportive of these districts; however, the Chair advocates that USAF and USAFA review the practices of the top 20% of Congressional Districts pipelining Nominated and Appointed candidates that go on to graduate from USAFA. Their "best practices" needs to be better understood.

Brig Gen (Ret) Thornhill stated the March meeting should extrapolate on what is the Air Force like when cadets enter the academy, compared to the Air Force they graduate into...and is it improving? At the end of the day it goes back to the profession of arms...are we producing just good citizens or do our graduates understand the profession in which they enter? The academy is more than just a commissioning source and we need to be concerned with them losing their ethos. With the revolution in education we need to understand what makes a good lieutenant.

Ms. Hoppin stated the academy can do a better job with proactive communication, especially with controversial topics that hit the media. Lt Gen Johnson relayed she needs a more robust strategic communication function on her staff.

CLOSING REMARKS:

Lt Gen Johnson thanked the board for their support and asked the board 'has their backs.' When the negative media blitz's hit, don't doubt us first, believe us because you are paying us for our judgment and expertise. Mr. Wiley requested the academy work to be proactive and get ahead of the media 'bombs.'

2014 SCHEDULE OF FUTURE MEETINGS:

6-7 March in CO
17 June in DC
25-26 September in CO
3 December in DC

SUMMARY OF FOLLOW-ON ACTIONS:

- Be mindful of the Superintendent's request to engage at a strategic level discussions that are philosophically focused
- Update BOV tracker and determine agenda for March meeting
- Work with Executive BOV Secretary to obtain items needed for research and analysis in topics
- Provide a comparative slide for discipline cases by other service academies (USAFA)
- Evaluate why the academy isn't meeting rated goals and determine actions to facilitate improvement
- Consider further evaluation on massive on-line open course movement and how the academy can better integrate on-line learning

E. JONELLE EYCHNER, Lt Col, USAF
Executive Secretary

ALFREDO ALSANDOVAL
Chair, USAFA Board of Visitors

ATTACHMENT:
BOV Tracker

USAFA Board of Visitors
Draft Issue Tracker a/o 31 Jan 14

TOPICS FOR BOV, MARCH 2014

AT A GLANCE	ISSUE	ACTION/CATEGORIZATION	REMARKS	STATUS
NEW	CMs Tsongas and Polis request	Sexual assault	Requested information on 1) No excuse group 2) Victims council 3) Male on male 4) Sports culture CM Polis requested details on how investigations are conducted	New
NEW	Strategic messaging	How can the BOV help	USAFA has a good story and good leadership but has trouble operating inside the news cycle. How can the BOV help?	**BOV for action**
	For SUPT: request ongoing discussion in several areas, to include	1. Role of service academies in 21st c., address prep school as part of this 2. Philosophy on relationship between education and officer development 3. Thought on focus areas for governance (e.g., prep school and athletics)	BOV requests that this be an informal discussion, on-going	On-going

	For Dean; understanding and thinking about undergraduate education at a service academy	1. Strengths and focus areas of current curriculum? 2. How balance STEM focus with commitment to a renaissance person 'core curriculum? 3. What type of education does 21st c. AF officer need? Is this an academic question or does it extend across the USAF mission? How does it relate to other commissioning sources? Should USAFA be considered a standard setter for them?	BOV requests that this be a recurring, informal discussion; to include assessment of MOOCs, accreditation self-study, outcome measurements, connecting the faculty to the AF mission	Initial overview scheduled for Mar 2014; **BOV role** in accreditation?
	Answer CSAF query, how do we know we are educating the leaders the AF and nation needs?	Longitudinal quality assessment of graduates—who are USAFA"s 'customers'?	What are the metrics for how do we know we are educating future leaders? Who are we asking to assess? How does it compare to other sources? Is USAFA cost effective? Are we assessing fairly across commissioning sources	**Ongoing:** how assessing success, failure, highlighted; **INFORMATIONAL:** Can A1 provide some context?
	How do AF cadets understand larger AF environment?	Wrt their officer responsibilities to include (but not limited to) sexual assault	Based on discussion about understanding how responsible, healthy relationships work in an hierarchical organization. Is a 360 degree assessment in use? If not, is it appropriate?	**Ongoing**

	For commandant: Honor and disciplinary trend analyses	Provide internal trend analysis, on honor, alcohol and other key is on disciplinary/ honor trends	Updated, more detailed data was helpful. Continue to provide	**Ongoing**
	Number of grads to pilot training	How many pilots should USAFA produce?	Question was asked in context of percentage of each class, and wrt overall officer accessions	**INFORMATIONAL** **OPEN; have A1 provide AF context as well. Expand to include all operators (e.g., RPA, ABM)**
	Number of grads to graduate school	118 graduates of 2013 went to graduate school. Is this the right number? Excessive?	Philosophy for when graduates should attend graduate school. How does AF overall view?	**INFORMATIONAL** **OPEN; have A1 provide AF context as well?**
	Prep School 'deep dive'	Review overall mission and performance.	Do we still need a prep school? Are we fulfilling the stated mission? Who gets selected (e.g., athletes, prior enlisted), who graduates; curriculum, military program, faculty, red-shirting issue, etc	OPEN Scheduled for 2014 BoV mtg
	AH issues	Overview	Establishing and maintaining climate of respect; number of sports—what's the right number?	Scheduled for 2014 BoV mtg
	New AFAAC	Invite AFAAC leadership to brief BOV on way ahead and governance	SAF/GC and MR commented that BOV has right to interact with AFAAC leadership	OPEN: Invite AFAAC leader(s) to future BOV meeting

HISTORIC RECORD

NOTE: IF AN ACTION SHOWS OPEN IT HAS BEEN CARRIED FORWARD TO THE ACTIVE PART OF THE MATRIX

ISSUE #	AT A GLANCE	PRECIPITATING MEDIA EVENT/ISSUE	ACTION/CATEGORIZATION	REMARKS	STATUS
14-1-1S		USAFA Prep School 'Flashing' incident	Good order and discipline; Prep school overall purpose, issues	Recruited athletes; Strategic direction for P-school	CLOSED
14-1-2S		Mike Weinstein publicity wrt religious intolerance	Proactive strategic communications by USAFA/PA	Creation of atmosphere of inclusiveness and respect (religious, ethnic, LGBT, gender)	CLOSED
14-1-3S		Honor Oath – removal of 'so help me God'	Being inclusive without being 'politically correct'. How does the Honor ot	Creation of atmosphere of inclusiveness and respect (religious, ethnic, LGBT, gender)	CLOSED
14-1-4S		Rachel Maddow interviews: Rosebush -- Reparative Therapy and appropriateness of hiring	USAFA professional environment; strategic communications by USAFA/PA	Creation of atmosphere of inclusiveness and respect (religious, ethnic, LGBT, gender)	CLOSED
14-1-5S		OSI cadet confidential informant program	Good order and discipline; strategic communications by USAFA/PA	Larger issue of professional atmosphere for officer character development	CLOSED
14-1-6S		Football coach/AD's Denver Post comment about 5th year for players	Varsity athletics—role in officer development; overall issues in AH	Larger issue of varsity athletics, relationship between sports and USAFA mission	OPEN, pending March session on AH; combined with other

Issue #	'At a glance'	Issue	Action	Remarks	Status (open/closed) Follow-up Date
14 JUN 2013 BOV MEETING					
USAFA LEADERSHIP CHANGE					
13-2-1		For new SUPT: request her thoughts on several areas, to include	1. Role of service academies in 21st c. (Need to go beyond AFDD 1-1), address prep school as part of this 2. Philosophy on relationship between education and officer development 3. Thought on focus areas for governance (BOV interst in prep school and athletics)	BOV requests that this be an informed discussion v. a formal power point briefing	On-going
13-2-2		For new Dean	1. Strengths and focus areas of current curriculum? 2. How balance STEM focus with commitment to a renaissance person 'core curriculum? 3. What type of education does 21st c. AF officer need?	BOV requests that this be an informed discussion v. a formal power point briefing	Scheduled for Mar 2014
USAFA Mission					

13-2-3		Answering CSAF query, how do we know we are educating the leaders the AF and nation needs?	Longitudinal quality assessment of graduates—who are USAFA"s 'customers'?	Metrics for how do we know we are educating future leaders? Who are we asking? How does it compare? Is it cost effective?	**Ongoing:** how assessing success, failure, highlighted
13-2-4		How do AF cadets understand larger AF environment?	Wrt their officer responsibilities to include sexual assault	Based on discussion about understanding power relationships in an hierarchical organization	**Ongoing**
13-2-5		How do we know we've created a culture of commitment vs compliance.	Bystander intervention in the context of cadet development (to include sexual assault, alcohol)	Based on discussion about creating a positive incentive leadership environment v. negative one	**Closed**
GOOD ORDER AND DISCIPLINE					
13-2-6		Honor and disciplinary trend analyses	Provide internal trend analysis, on honor, alcohol and other key is on disciplinary/ honor trends	Updated, more detailed data was helpful. Continue to provide	**Ongoing**
GRADUATE ASSIGNMENTS					
13-2-7		Number of grads to pilot training	How many pilots should USAFA produce?	Question was asked in context of percentage of each class, and wrt overall officer accessions	OPEN; have A1 provide AF context as well. Include all operators (e.g., RPA, ABM)
13-2-8		Number of grads to graduate school	118 graduates of 2013 went to graduate school. Is this the right number? Excessive?	Philosophy for when graduates should attend graduate school. How does AF overall view?	OPEN; have A1 provide AF context as well
USAFA PREP SCHOOL					

13-2-9		Prep School 'deep dive'	Review overall mission and performance.	Why do we have a prep school? Are we fulfilling the stated mission? Deep dive should include selection, curriculum, military program, faculty, red-shirting issue, etc	OPEN
ATHLETICS					
13-2-10		New AFAAC	Invite AFAAC leadership to brief BOV on way ahead and governance	SAF/GC and MR commented that BOV has right to interact with AFAAC leadership	OPEN: Invite AFAAC leader(s) to future BOV meeting (includes continuation of 13-1-1)
15 MAR 13 BOV MTG					
13-1-1*		New USAFA Athletic Corp	Provide BOV with an update on the creation and plans for oversight of new association	BOV recognized limitations of its authorities but expressed concern about sufficient oversight	**Closed.** SAF/MR to provide a GC update; SUPT and AD to offer informational briefings wrt oversight
13-1-2		Sequestration and its impact on USAFA	Brief board on status of funding and long term plans to absorb annual 10% budget cuts	Ensure sufficient planning given to how USAFA should best absorb cuts.	OPEN—USAFA SUPT or FM to update on sequestration plans **CLOSED at Jun 13 mtg:** USAFA to brief as appropriate; BOV recognizes seq impacts across USG
13-1-3		Quality of USAFA graduates	Discuss with BOV assessment means for ensuring quality graduates	Specifically, how best answer CSAF query about quality of USAFA	**Closed** Brief longitudinal assessment work. Rolled into on-going conversation with Supt

				graduates?	

* # of the BOV mtg that year (1, 15 Mar13 ; 2, 14 Jun 13 ; 3 , Sep; 4, Dec) – number assigned to each issue