

**MINUTES OF THE REGULAR MEETING**

**OF THE**

**BOARD OF VISITORS**

**UNITED STATES AIR FORCE ACADEMY**

-----  
**13 May 2011**

**Approved: 15 Jul 2011**

**by the USAFA BOARD OF VISITORS**

**INDEX**

**TOPIC** **PAGE**

---

May 13, 2011

Attendance.....3

Opening Comments.....4

Superintendent’s Update.....4

Closed Session (Character Update).....4

Don’t Ask Don’t Tell Update.....4

Air Force Perspective on Diversity.....5

Ethics Briefing .....5

USAFA Fiscal Issues .....5

Subcommittee Out-Briefs .....5

Academic and Course of Instruction .....5

Character and Leadership .....5

Admissions and Graduation .....6

Infrastructure and Resources .....6

Adjourned.....6

Summary of Actions .....6

**MINUTES OF THE REGULAR MEETING  
BOARD OF VISITORS (BoV)**

**UNITED STATES AIR FORCE ACADEMY (USAFA)**

The Chairwoman opened the meeting of the USAFA Board of Visitors at 1100 on Friday, 13 May 2011.

**ATTENDANCE**

**MEMBERS PRESENT:**

Ambassador Susan Schwab (Chair)  
Mr. Alfred Sandoval (Vice Chair)  
Representative Doug Lamborn (R-CO)  
Representative Jared Polis (D-CO)  
Representative Niki Tsongas (D-MA)  
Ms. Marcelite Harris  
Mr. Robin Hayes  
Mr. Dirk Jameson  
Ms. Susan Ross

**MEMBERS ABSENT:**

Senator James Inhofe (R-OK)  
Senator Ben Nelson (D-NE)  
Representative Loretta Sanchez (D-CA)

**AIR FORCE SENIOR STAFF:**

Honorable Michael Donley, Secretary of the Air Force  
Honorable Erin Conaton, Under Secretary of the Air Force  
Honorable Daniel Ginsberg, Assistant Secretary of the Air Force for Manpower and Reserve Affairs  
General Philip Breedlove, Vice Chief of Staff of the Air Force  
Mr. Bill Booth, USAFA BoV, Designated Federal Official (DFO)  
Mr. Daniel Sitterly, Force Development, DCS Manpower, Personnel and Services  
Mr. Dave French, USAFA BoV, Alternate Designated Federal Official (DFO)

**USAFA SENIOR STAFF:**

Lt Gen Michael Gould, Superintendent  
Brig Gen Richard Clark, Commandant of Cadets  
Brig Gen Dana Born, Dean of the Faculty  
Brig Gen Catherine Chilton, Mobilization Assistant to the Superintendent  
Dr. Hans Mueh, Athletic Director  
Dr. Adis Vila, Chief Diversity Officer  
Col Rick LoCastro, 10<sup>th</sup> Air Base Wing Commander  
CMSgt Todd Salzman, Command Chief

**SUPPORT STAFF: BoV EXECUTIVE SECRETARY:**

Col William Hampton, USAFA BoV Executive Secretary (AF/A1DO)

Mr. David Boyle, Alternate Designated Federal Official – Alt DFO (AF/A1DO)  
Capt Stephen Quesenberry (AF/A1DO)  
Capt Tyson Edwards (AF/A1DO)

### **Opening Comments**

Chairwoman Schwab introduced the attendees.

### **Superintendent's Update**

Lieutenant General Gould opened with comments about USAFA's fallen Airman and the tremendous support that was extended to the families. He followed with discussions about a wide variety of issues. He spoke about the Gamble report which highlighted successes achieved at the Academy and focused on some areas for religious climate improvement. He emphasized how the new Falcon circle will support the needs of a variety of groups and activities. Likewise, Lieutenant General Gould praised the Academy Chaplains for their ability to handle diverse groups and activities as professionals.

Next, Lieutenant General Gould spoke about the Department of Defense Sexual Assault Prevention and Response Office (DoD SAPRO) review. The report conveyed that the team was impressed with USAFA programs. The Academy continues to review and verify program requirements to ensure they are meeting the needs of USAFA. In addition, Spice (the designer drug) was discussed. Everyone at the Academy understands usage is prohibited and the Academy enforces a zero tolerance policy.

Another point of discussion was the out-placement of cadets into AFSCs and the related demographic data. There was significant discussion about the Unmanned Aerial Systems (UAS) and pilots as rated programs. It was broken down into training and certification elements. It is noteworthy that the class of 2015 has made significant gains in diversity and other measurable categories.

Brief comments were made about on-going renovation projects. In particular, the Center for Character and Leadership Development (CCLD) is under review and the contract is being recompleted due to cost over-runs.

Lieutenant General Gould finished with an overview of recent successes at the Academy.

### **Closed Session (Character Update)**

#### **Don't Ask Don't Tell Update**

The Academy's position is aligned with DoD and the Department of the Air Force. Training is on-track with current implementation plans. The Academy is also seeking to establish a mentorship program. It is the intent of the Academy to conduct training annually.

### **Air Force Perspective on Diversity**

Major Matt Orłowski presented the Air Force's diversity program. He briefly discussed the etiology of the program and how it evolved into a formal process to support diversity through recruiting, outreach, and policy development. Areas of discussion focused on target populations, funding, and nontraditional methods for outreach and recruiting.

### **Ethics Briefing**

Ms. Michelle Simms, with the Air Force Office General Counsel, provided the annual ethics briefing to the Board. The briefing outlined ethics principles, Federal Advisory Committee Act (FACA) requirements, and provided detailed information on Special Government Employee (SGE) rule/operational guidelines.

### **USAFA Fiscal Issues**

Lt Col Burke Beaumont, USAFA Financial Manager, provided a "broad brush" look at DoD and AF budget constraints and the possible implications for USAFA. He outlined the strengths associated with Fiscal Year 2010 (FY10). FY11 and FY12 do not look as strong due to budget cuts. A key point was that infrastructure drives more than half the Academy's budget. Uncertainty and potential reductions will drive future program requirements. Lt Col Beaumont stated the Academy is committed to working with AF Headquarters to identify requirements and formulate strategies to meet mission requirements.

### **Subcommittee Out-Briefs:**

#### **Academic and Course of Instruction (Congressman Jared Polis)**

As the chairperson, Congressman Polis presented the Board with a new charter for his subcommittee. He stated concerns about faculty deployments. The Academy is working with the AF to address Air Expeditionary Force requirements which are under review. Col Frank Van Horn provided a briefing on deployments and requirements.

Likewise, Ms. Sue Ross spoke about faculty sustainment. Manning is currently being reviewed by RAND and the Academy to determine the way ahead.

#### **Character and Leadership (Ms. Marcelite Harris)**

Ms. Harris briefly mentioned the Center for Character and Leadership Development continues to move forward, but the center may be delayed. In addition, she spoke about the Mosaic Mentorship Program. It focuses on providing cadets with support (mentorship) from fellow cadets, staff, and community members. It is designed so that cadets can meet with their mentors at least three times a year. Finally, Ms Harris mentioned that the cadets were holding a dodge-ball event and that the Guinness Book of Records had been contacted.

**Admissions and Graduation (Mr. Alfredo Sandoval)**

Three questions framed the structure of the meeting. First, Mr. Sandoval discussed the criteria used to admit USAFA candidates at or below the 2,800 Academic Composite (ACOMP). It was determined that the composite was a good measure to predict the future success of freshmen. Second, the committee explored the resources available at USAFA to support academic pursuits which include post graduate opportunities. Specific programs and opportunities were outlined in a bullet background paper for the group. Finally, Prep School candidate statistics were compared against direct-entry cadet performance. It was determined that Prep School GPA was a better indicator of future success than a SAT or ACT test score. Over the last 10 years, Prep School attrition rates are low and the cadets are very competitive.

**Infrastructure and Resources (Mr. Robin Hayes)**

Mr. Hayes briefly discussed the Center for Character and Leadership Development and the unique architectural challenges associated with construction. He also mentioned the Academy was doing an excellent job creating and utilizing alternative energy resources.

**The Meeting Adjourned at 1500**

**Summary of Follow-on Actions**

1. Congressman Polis presented the Board with the new charter for the Academic Course of Instruction subcommittee. The Board made a motion to pass the new charter and it was accepted.
2. The USAFA Board passed a motion to combine the Admissions and Graduation subcommittee with the Congressional Nominations Subcommittee.



WILLIAM E. HAMPTON, Col, USAFA  
Executive Secretary

**APPROVED: 15 July 2011**



SUSAN C. SCHWAB  
Chairman, USAFA Board of Visitors