

**MINUTES OF THE REGULAR MEETING**

**OF THE**

**BOARD OF VISITORS**

**UNITED STATES AIR FORCE ACADEMY**

-----

**14 & 15 September 2012**

**APPROVED:**

**by the USAFA BOARD OF VISITORS**

**7 Dec 2012**

**INDEX**

**TOPIC** \_\_\_\_\_ **PAGE**

---

Sep 14 & 15, 2012

Attendance.....3  
Opening Comments.....4

**BRIEFINGS**

Climate Survey Update.....4  
Subcommittee Chair Updates.....7  
Superintendent’s Update.....8  
Character Update .....10  
USAFA Sexual Assault Prevention and Response Program.....10  
Critical Thinking Assessment Tool .....11  
Diversity in the Dean’s Faculty .....12

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

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

The Chair opened the September Board of Visitors meeting on September 14, 2012 and the meeting concluded on September 15, 2012. The meeting was held at the Air Force Academy in Colorado Springs, CO.

**ATTENDANCE**

**MEMBERS PRESENT:**

Ambassador Susan Schwab (Chair)  
Mr. Alfredo Sandoval (Vice Chair)  
Representative Doug Lamborn (R-CO)  
Representative Jared Polis (D-CO) via Telecon  
Mr. Robin Hayes  
Lt General (Ret) Arlen "Dirk" Jameson  
Major General (Ret) Marcelite Harris  
Dr. Thomas McKiernan  
Mr. Fletcher "Flash" Wiley

**MEMBERS ABSENT:**

Senator Michael Bennet (D-CO)  
Senator Lindsey Graham (R- SC)  
Senator John Hoeven (R- ND)  
Senator Ben Nelson (D-NE)  
Representative Loretta Sanchez (D-CA)  
Representative Niki Tsongas (D-MA)

**AIR FORCE SENIOR STAFF:**

Lt Gen Darrell Jones, AF/A1  
Mr. Bill Booth, SES, SAF/MRR -- USAFA BoV, Designated Federal Official (DFO)  
Brig Gen Gina Grosso, AF/A1P

**USAFA SENIOR STAFF:**

Lt Gen Michael Gould, Superintendent  
Brig Gen Greg Lengyel, Commandant of Cadets  
Brig Gen Dana Born, Dean of the Faculty  
Dr. Adis Vila, Chief Diversity Officer  
Col Tamara Rank, Vice Superintendent  
Col Tim Gibson, 10<sup>th</sup> Air Base Wing Commander  
Col (Ret) Gail Colvin, Director of Staff  
Col Bart Weiss, Vice Director of Athletics

Col Kim Hawthorne, Director of Plans, Policies and Assessments  
Col Carolyn Benyshek, Director of Admissions  
Col Scott Dierlam, United States Air Force Academy Liaison  
Lt Col Frank Verdugo, Comptroller  
Mr. Dave Cannon, Director of Strategic Communications  
CMSgt Steve Ludwig, USAFA Command Chief

**BoV EXECUTIVE SECRETARY:**

Lt Col Tammy Trychon (AF/AIPT)

**Opening Comments**

The Board convened, and meeting was called to order at 4:00 p.m. by Ambassador Schwab followed by brief introductions. The DFO was present and enough members were in attendance to establish a quorum. The Board first voted on a new subcommittee structure (Academic Affairs, Diversity, and Infrastructure and Resources). Next, Lt Gen Jameson (Retired) recommended the meeting location be added to the May meeting minutes. Ambassador Schwab agreed and made a motion for the minutes to be adopted with edits. All members present responded in the affirmative. Ambassador Schwab announced her intent to resign from the Board of Visitors, and that this would be her last meeting.

**Climate Survey Update**

Ambassador Schwab began the Climate Survey Update by introducing Brenda Gainey and Ashley Romero from the Air Force Personnel Center (AFPC) to brief the USAFA Climate Survey results. Ms. Gainey began the presentation by describing AFPC's strategy in constructing the survey including: researching surveys from other service academies, speaking with USAFA personnel, and modeling parts of the survey after the Air Force Climate Survey. Ms. Gainey explained that the collection process took place from October 2011 through February 2012 and the survey was both voluntary and anonymous.

Ms. Gainey said both RAND and the Defense Manpower Data Center (DMDC) independently reviewed the survey and provided feedback as necessary. It was determined through an independent review that the survey would not be subject to an Institutional Review Board (IRB). Ms. Gainey noted that the survey target was a 95% confidence level with a 5% margin of error. AFPC achieved sufficient participation for cadets, faculty, and staff at the aggregate level; however, they were not able to break out results at lower levels (i.e. class, department, minority group, etc) because of the lower than desired response rates. Ms. Gainey shared that although they were confident the results were representative they wanted to know the reason(s) for the low response rate. Therefore, a team traveled to the Academy and held a focus group with 115 cadets to understand why some cadets chose to not participate. She said that the team discovered low response rates could be due to lack of time to complete the survey and the fact that the survey was not mandatory. There was also no incentive used to encourage cadet participation. Ms. Gainey said that during their focus group conversations with cadets, they recommended using shorter surveys, having USAFA endorse cadet participation, and distribute surveys during class

time as opposed to during the weekend. Cadets also mentioned that they do not get to see survey results which could be a motivator to complete future surveys.

Ms. Gainey said the majority of respondents reported being satisfied with their overall USAFA experience, however there were some cadet concerns around intercollegiate athletics.

She then turned the presentation over to Ms. Romero to brief the Board on the detailed survey results. Ms. Romero first discussed the cadet results. Ms. Romero shared that 53% of cadets cited preferential treatment based on Intercollegiate (IC) status. In this section both athletes and non-athletes thought that the other had it better.

Ms. Romero stated that over 60% of cadets reported that underage drinking occurs daily, weekly, or monthly at USAFA. Ambassador Schwab and Lt Gen Jones clarified the survey results by confirming that the question was really asking if cadets were aware of underage drinking, which Ms. Romero confirmed. Next, Ms. Romero introduced sexual harassment. Ambassador Schwab asked if cadets could check more than one type of harassment and Ms. Romero replied that cadets could check all types of harassment that applied. Lt Gen Jameson asked for confirmation that 7% of cadets reported they had personally experienced harassment to which Ms. Romero replied in the affirmative.

Ms. Romero explained that AFPC tried to align the cadet, faculty, and staff surveys with the same topic areas: satisfaction, integrity, inclusion, etc. She explained that questions were asked about preferential treatment in addition to asking about negative treatment so that AFPC could compare responses. Lt Gen Jameson asked if the airbase wing was included in the Academy staff results. Ms. Romero responded that they were included in the data.

Next, Ms. Romero presented the results of the USAFA staff survey. In particular she said that only 54% agreed opportunities for promotion are fair, while 75% agreed that performance evaluations are fair. Ms. Romero explained that AFPC was not able to determine the population distribution for religions due to inconsistencies between Cadet Administrative Management Information System (CAMIS) and survey responses. She said that they were able to compare cadet, faculty, and staff data for questions that were the same.

Ms. Romero discussed the comparison between USAFA and other institutions and pointed out that USAFA faces many of the things that other institutions are currently facing. Lt Gen Jameson confirmed that the data was for *underage* drinking and Ms. Romero responded that the survey was specifically asking for underage drinking.

Next, Mr. Sandoval asked if it was normal for staff General Council (GC) to be wording questions on the survey. Ms. Romero responded that staff GC looked at the survey from a legal perspective and there were a few questions they recommended be deleted and pointed out questions that may not have been clearly articulated in the draft survey. Ms. Romero went on to explain that they also coordinated with the chaplain and sought input from all the functional authorities that had areas referenced in the survey. Mr. Wiley pointed out that the coordination was done exactly the same as the Air Force Climate Survey. Mr. Booth stated the importance of

the baseline climate survey and the purpose of the legal check was to ensure no lines were being crossed.

Lt Gen Jones and Mr. Sandoval spoke briefly about the Air Force Climate Survey and Lt Gen Jones stated that he hears from cadets he mentors about “survey fatigue.” He noted the importance of ensuring cadets know that we value their input and are looking at this data to improve their experience. Mr. Sandoval stated that as a former cadet he felt they were surveyed to death. Ambassador Schwab confirmed that similar sentiments were felt during focus groups with cadets. She pointed out that the survey numbers were impressive but it’s unfortunate that the numbers can’t be parsed further. She noted that she was distressed to see a 15% response rate from cadets; however, she understands cadets are surveyed frequently and accepts the outcome. Ambassador Schwab said that now we have baseline data and the next time a survey is administered perhaps you administer it during a time of year when USAFA isn’t conducting other surveys. She reiterated the idea of adding an incentive or using the word “mandatory” in the subject line to try to improve cadet completion of future surveys. Mr. Wiley commented that if cadets were disgruntled about something specifically going on at the Academy it would have come out in the responses.

Lt Gen Jameson asked if there were any actions required of the administration at this point. Lt Gen Jones responded that the survey data goes to Lt Gen Gould, leadership, the Secretary, and the Chief for review. Next, Ambassador Schwab asked if the survey results are publicized. Lt Gen Gould responded that two days ago he received permission from the Secretary to release this data to the public. Lt Gen Gould confirmed that the PowerPoint slides would be available on the USAFA website.

Lt Gen Jones stated that the Air Force is proud of the survey results but needs to come up with a strategy to increase the survey response rate. Ambassador Schwab advised the Board not to let the survey gather dust and instead follow up, keep this data in mind to identify trends, and ultimately assess if the Academy has improved, deteriorated, or remained the same. Additionally, Ambassador Schwab recommended not re-writing the questions in future surveys because that will make it challenging to collect longitudinal data.

Mr. Hayes stated that he was proud of the numbers but not surprised. Mr. Wiley shared that he wished there was a punch-list or inventory of key action items in follow up to the survey results. Lt Gen Jones said that he felt we needed to get the survey out before taking time to develop strategies for improvement.

Ambassador Schwab noted that the issues addressed in the survey (i.e. religious climate, sexual assault, etc) are areas that the Academy has looked at across the past several years. The survey indicated that respondents feel that these issues are under control. However, Ambassador Schwab cautioned the Board against complacency and reiterated that the Board should continue to ensure that the Academy is moving in the right direction. Lt Gen Gould affirmed Ambassador Schwab’s comments and stated that there is no finish line and the effort to move positive things further to the right is a continuous effort. Lt Gen Jones thanked the Manpower Agency and staff of the Air Force Personnel Center for their hard work. Ms. Romero responded that they were very impressed with the cadets, citing the fact that they were very articulate and bright.

Ambassador Schwab called for any additional questions and then concluded the proceedings for Friday.

(The proceedings concluded at 5:30 PM.)

On Saturday morning the meeting was called to order by Ambassador Schwab who thanked Lt Gen Gould for hosting dinner the previous evening. Again, the DFO was present and a quorum was established. She explained that the first order of business would be to vote on the new Board of Visitors officer slate. Lt Gen Jameson voiced his nomination for Mr. Sandoval for the position of BoV Chair; there were no other nominations. Ambassador Schwab called a vote and all BoV members responded in the affirmative. No members were opposed. She then asked for nominations for the Vice Chair and Maj Gen Harris responded by nominating Lt Gen Jameson for Vice Chair. All BoV members present responded in the affirmative to Lt Gen Jameson's nomination and again no members were opposed.

Ambassador Schwab said the new leadership has great promise and noted the challenge of the Board of Visitors is to balance being a friend and advocate to the Air Force Academy while providing constructive criticism. She commented that one ongoing challenge for the Board will be to further engage the members of Congress appointed to the BoV.

### **Subcommittee Chair Update**

The subcommittee chair updates began with Academic Affairs. Dr. McKiernan spoke on behalf of the subcommittee and explained that they discussed faculty promotions, cadet academic performance, accreditation, and the curriculum review process. He shared that this spring the class of 2012 had the highest performance since the class of 2005. In fact, he said that 117 will continue on to graduate school, 40 cadets received national competitive scholarships, 31 received professional scholarships, two Marshall Scholars and one Rhoades scholar. He informed the Board that the subcommittee will continue to monitor pertinent academic issues with the assistance of the Dean.

Next, General Harris provided a Diversity Subcommittee update. She discussed putting a diversity plan into action that contains both goals and measurements that should be reviewed quarterly by USAFA's Superintendent. Maj Gen Harris asked Col Benyshek to provide a brief rundown on the challenges assessing Academy diversity, specifically the component of USAFA accessions. Col Benyshek explained that the Academy has changed their outreach efforts by focusing on strategic cities and congressional districts that are currently underrepresented in the Air Force. Mr. Sandoval shared his belief that the Academy should be looking into two-year colleges for potential minority candidates and Ambassador Schwab praised the idea. Mr. Wiley shared his recruitment experience with the Board.

The following Subcommittee briefing came from Infrastructure and Resources, chaired by Mr. Hayes. He stated that USAFA is a national treasure and the institution has critically important repair and construction needs. Dr. McKiernan commented that it is essential to prioritize the Fix USAFA program, specifically focusing on the areas that directly influence cadets (i.e. dorms, academic buildings, gym, Mitchell Hall, etc). Lt Gen Jones responded that the problem with the

Air Force's centralization is that it makes it very difficult for the Superintendent to control resources that are needed during emergency circumstances. He shared that with the constrained budget only emergency repairs will be able to compete for funding. Lt Gen Jones commented that as you continue to defer maintenance you get more and more emergencies and because of the centralized system it makes repairing necessary areas difficult. Next, Mr. Sandoval asked for a summary of the areas that need repair and the associated costs.

Ambassador Schwab recommended that the Board walk around the campus during the next Colorado BoV meeting so the Board may see firsthand the repairs needed. Mr. Wiley asked if the government has set aside funding for USAFA maintenance and repairs. Ambassador Schwab responded that unfortunately monies were not set aside for maintenance. Lt Gen Jones continued that the money comes from military appropriations and because of the centralized system it takes the funding discretion away from the base level leadership.

Lt Gen Jameson clarified that the Fix USAFA program is a multi-year campaign designed specifically for the Academy to fix the major structures on campus, but does not encompass new construction or underlying infrastructure such as heating and water systems. He suggested that in the future we discuss the need for repairs with the underground and above ground infrastructure. Ambassador Schwab proposed that as the Academy raises money for the Leadership Center in the future, to include a portion of funds for annual maintenance.

Finally, Ambassador Schwab provided details from the Strategic Planning Committee. She commented that the Board had a lengthy conversation on getting our congressional Board members more engaged.

### **Superintendent's Update**

Lt Gen Gould began the Superintendent's Update and explained that there were a series of calls with the whole Academy team when the cadets came back to USAFA for this Academic year. He shared a series of slides that were presented to the Academy team including a methodology and strategic plan. Lt Gen Gould said that the goal of USAFA is to graduate highly educated and trained officers who are inspired leaders of character.

Next, Lt Gen Gould introduced the new Prep School Commander, Col Kabrena Rodda; Commander of 306 FTG, Col Joe Rizzuto; and the new Command Chief, CMSgt Steve Ludwig. He then asked the Chief to provide the Board a few insights from his first few months at the Academy. CMSgt Ludwig commented that the Academy has included enlisted personnel in the character development of our officers. He noted that the Air Force has 260,000 enlisted people and 330,000 total active duty airman so when these cadets graduate they are going to go out and lead the enlisted people that are helping to develop them. CMSgt Ludwig said it's key that cadets are not isolated from the enlisted corps at the Academy.

Next, Lt Gen Gould briefed the Board on recent Academy challenges. He shared the steps USAFA recently took to improve the issue of suicide and prevention at USAFA. Brig Gen Greg Lengyel commented that USAFA has a Peak Performance Center to serve as a resource for cadets who may feel stressed and wish to speak with a counselor. The Center is a place to help

cadets feel comfortable, not threatened, and a good starting point to find help if needed. CMSgt Ludwig pointed out that USAFA has reached out to the veteran's community to help teach staff and cadets the signs of distress and the best ways to get help if needed. He shared the statistics that across the Air Force 18 veterans are lost every day to suicide. Lt Gen Gould commented that USAFA is currently celebrating the "saves" and will continue to work hard to prevent suicide at the Academy.

Lt Gen Gould then brought the Board's attention to the issue of honor disenrollment. He stated that should a cadet be honorably disenrolled from the Academy, he provides a recommendation to the Secretary on cadet recoupment or enlisted service. Lt Gen Gould clarified that if a cadet is disenrolled for conduct that involves UCMJ and anything within the criminal arena (i.e. drugs), the Academy will make the recommendation that the cadet is not fit for further military service. In this example, the cadet will be billed for recoupment. Mr. Wiley asked where the recoupment money goes and Lt Gen Gould responded that the Defense Finance and Accounting Service owns the recoupment process.

The next topic discussed was the issue of court-martial cases currently involving USAFA cadets. Lt Gen Gould provided a brief update on a few cases; however, he was unable to discuss cases that are still under review.

The briefing took a positive turn and Lt Gen Gould had an opportunity to discuss many of the great things happening at the Academy. First, he shared that the 2012 graduating class had 1,079 cadets made up of 8.4% Hispanic and 5% African American. In terms of attrition, Lt Gen Gould shared that the Academy was at 20% for the class of 2012. Ambassador Schwab commented that given the rigor of the program if you were to take the retention rate and compare it to other four-year universities, USAFA would exceed.

Next, Col Hawthorn provided the Board five and ten-year attrition data. Overall, he explained that the minority attrition rate is in line with overall numbers and that the class of 2012's attrition rate was lower than the five and ten-year averages. Lt Gen Jones asked if USAFA counts attrition starting the day cadets arrive and Col Hawthorn responded that attrition data includes Basic Cadet Training (BCT). Finally, Lt Gen Gould shared that the class of 2012 had 117 graduates selected for graduate school.

Lt Gen Gould spent a moment discussing the Colorado Springs fires. He shared that USAFA cadets assisted with the cleanup efforts and were very warmly received by the community. Likewise, many community members offered their buildings during the wildfires to ensure that BCT and summer classes weren't displaced because of the blaze. He shared that Hershel Walker visited the Academy and spoke to cadets about his struggles and provided inspirational testimony of his life experiences.

Lt Gen Gould took a moment to focus on the USAFA class of 2016. He mentioned that the diversity numbers were slightly down and the attrition numbers were a bit higher due to lack of "babysitting" of cadets. During BCT, if the cadets did not want to be there they were sent home. Lt Gen Jameson asked about the 10% attrition for women and wanted to know if every cadet had a counseling session before they left training. Col Hawthorn responded that the majority of

resignations were for female cadets who felt the Academy was not for them and that each cadet was provided a counseling session before being released from the Academy. Lt Gen Gould noted that USAFA is very close to their cadet end strength goal.

Lt Gen Gould touched on valuable USAFA summer opportunities for cadets including: new Expeditionary Survival and Evasion Training, the USAFA Summer Research program that provided research opportunities for over 200 cadets and the Ambassadors of Inclusion program that provided cadets an opportunity to travel internationally and learn about different cultures around the world.

Lt Gen Gould praised Academy athletics and shared the Academy's focus across the next year on curriculum review. He said that per Gen Welsh's request, the Academy leadership is discussing the curriculum through a clean slate concept. For example, if we were going to start fresh and build an Air Force Academy in the future what would we teach cadets? How would we run a disciplinary system? Lt Gen Gould mentioned that USAFA is forming a group to review USAFA institutional control in an effort to prevent anything similar to what happened at Penn State. He said that he will likely ask one of the Board members to serve on that team. Ambassador Schwab thanked Lt Gen Gould for his presentation and the Board went directly into a closed session.

#### **CHARACTER UPDATE BRIEF (CLOSED SESSION)**

Brig Gen Lengyel provided an update on cadet disciplinary issues during this closed session.

#### **USAFA SEXUAL ASSAULT PREVENTION AND RESPONSE PROGRAM**

Col Renner led the Sexual Assault Prevention and Response Program briefing and shared the different programs for cadets and permanent party. She began by discussing the permanent party program stating that those on active duty will participate in standard intervention training that is mandated from the Air Force. Col Renner said that USAFA is part of the team working a follow-on program to the standard AF-wide training. She explained that for cadets, USAFA breaks education into a four year development program and for those with non-prior service a 90-minute session on policies and definitions is offered. Col Renner explained that the Academy brings in sexual response coordinators, guest speakers, and provides a sex-signal presentation after basic training.

Next, Col Renner mentioned that USAFA has a sexual assault response team headed by the SARC and deputy SARC. She explained that the Peak Performance Center is staffed by psychologists and social workers and are accredited under a college counseling center process. Mr. Sandoval asked if cadets have privacy rights. Col Renner replied that they do. In fact, she said that the Peak Performance Center cannot force them to receive medical help. She informed the Board that there is an Academy Response Team that meets twice a month to discuss all SARC cases. Col Renner mentioned that there is also a monthly meeting with Lt Gen Gould in an effort to create awareness of cases among senior leadership at the Academy.

Col Renner shared a few directive and policy changes, specifically Article 120, which assigns different categories to different kinds of sexual misconduct to make it easier to charge and prove offenders. Next, Col Renner shared that they hear from cadets that they do SAPR training all the time when in fact, they receive 10.5 hours across four years at the Academy. She pointed out that in law class or during other subjects the topic of sexual assault is likely discussed. Lt Gen Jones agreed with Col Renner's point explaining that other subjects are bound to bring up this issue. Mr. Wiley asked if the Commandant has the ability to intervene in the sexual assault management process. Col Renner responded that sexual harassment issues are often handled at the Commander level. Additionally, she mentioned a commander's incident form that may be used if a commander takes action on a sexual harassment or EO issue. Lt Gen Jameson shared that he was very interested in this topic and he wants to keep visiting this issue in future discussions.

Col Renner shared that on the second day of basic training cadets are given a helping agency brief. USAFA brings in the chaplain, SARC, the Peak Performance Center and the EO folks to explain to each cadet who they should go to if something is not right. Mr. Hayes asked if there has been an increase in these issues in the last few years. Lt Gen Jones interjected by stating that it has always existed and we are much better now. He said that our tolerance of these types of issues has changed drastically and we as an institution have come a very long way.

Col Renner concluded by sharing that the service academies are hosting quarterly conference calls and a yearly in-person meeting to share issues, best practices, and get the different academies talking with one another on this issue.

### **CRITICAL THINKING ASSESSMENT TOOL**

Ambassador Schwab shared that the Critical Thinking Assessment Tool was brought to the Board's attention last meeting by Maj Gen Harris during a subcommittee meeting. Brig Gen Born began the presentation by having the Board participate in a critical thinking exercise.

Next, Brig Gen Born stated that many of USAFA faculty members are engaged to determine the most efficient and effective way to teach critical thinking to cadets. She said starting critical thinking education early is important to ensure continued development over time. Additionally, she said the faculty has created linkages between cadet courses starting in their freshman year. Brig Gen Born told the Board that cadets received language guides to help influence their critical thinking and developed a Critical Thinking Guide that describes the importance of critical thinking in training to be an officer in the Air Force.

Brig Gen Born shared that USAFA's seniors scored significantly higher than the national average on the Critical Thinking Assessment Test that is administered by over 100 universities across the country. However, Brig Gen Born mentioned that they are looking into why there is not more growth between the spring and fall semester for each class and how GPA fits into the Critical Thinking Assessment score. Dr. McKiernan praised the tool and the Critical Thinking Guide. Maj Gen Harris asked if the classes have been revamped as a result of the focus on critical thinking and Brig Gen Born replied that they had to be reviewed.

Ambassador Schwab commented that she felt this was a very useful tool. She shared that from her perspective the challenge in higher education is adding value and quantifying that data.

(End of morning session.)

### **DIVERSITY IN THE DEAN'S FACULTY**

Following the lunch break, Ambassador Schwab gathered the Board for the afternoon briefing on diversity. She pointed out that the Board had previously requested a diversity deep dive into both the Athletic Department and the Dean's Faculty. Ambassador Schwab turned the presentation over to Brig Gen Born.

First, Brig Gen Born discussed USAFA's definition of diversity which is a composite of individual characteristics, experiences and abilities consistent with Air Force Core Values. Next, Brig Gen Born stated that diversity and inclusion is a very systemic issue that begins with admissions and ensures USAFA is recruiting quality candidates. Equally as important is the advancement of students to achieve learning outcomes at the Academy and help them to reach their fullest potential.

Brig Gen Born mentioned that USAFA has seen a different population come into the Air Force (i.e. super-athletes, students going through Recondo, high volumes of first generation college students, etc) that makes having a diverse faculty paramount. Gen Born told the story of when she was a cadet in 1979 there was one female faculty member at USAFA. She noted that at the time there were not many people who looked like her and it was not until she was a second lieutenant that she met a female general officer, Brig Gen Wilma Vaught. She reiterated that structural diversity is critically important.

Next, Brig Gen Born discussed faculty diversity beyond race and ethnicity to include diversity of perspectives and how that translates into the classroom environment. She said that USAFA is structured into academic departments instead of different colleges like other universities. Brig Gen Born communicated that permanent professor diversity has grown since her arrival at USAFA in 2002. At that time she said there was only one female on staff and now there are three women and three African American permanent professors.

Brig Gen Born spoke about the different types of USAFA faculty members including: internal officers, distinguished visiting professors, endowed professors, civilians, enlisted personnel, etc. She noted that prior to the 2009 accreditation process, USAFA's faculty was cited as not as diverse as it should be. At the time, USAFA was 17% female and 7% minorities. She pointed out that in 2012, USAFA's faculty is comprised of 20% female and 13% minorities. Brig Gen Born noted for the Board that all USAFA faculty members have at least Masters Degrees and over 50% have PhD's.

Lt Gen Jameson asked how many of the civilian faculty members had prior military experience. Brig Gen Born replied that over a third of the civilian faculty members are retired military. She pointed out the lack of female faculty members in the computer science, engineering and

mechanics, chemistry, and physics departments and noted the steps USAFA is taking to “save” diverse faculty members from taking job opportunities at other colleges or universities.

Brig Gen Born provided the Board with an example of the difficulties USAFA faces when trying to recruit top faculty. Specifically, she said that an Economics civilian position opened at the Academy and the candidates were narrowed down to 4 individuals, 3 of which were women. In the end, each of the female candidates took other job opportunities and the Academy ended up hiring the male candidate.

Brig Gen Born then touched on the Scholars Program which graduated its first class in 2007. USAFA has expanded the program to provide cadets opportunities to participate in nearly 20 scholar classes. She explained to participate in the program cadets must maintain a 3.5 GPA and participate in 10 of the scholar classes. Brig Gen Born made the distinction that it’s not a scholarship-grooming program, but rather a scholars program where many participants go on to earn nationally competitive scholarships. In terms of graduate school, Brig Gen Born again mentioned that 117 cadets from the 2012 class were selected for scholarships. She pointed out that the graduating class was comprised of 18.5% women of which 20% are going off to graduate school. However, only two African Americans and five Hispanics are continuing on to graduate school.

Next, Brig Gen Born shared that the GPA of African American cadets is lower in every category when compared to the average cadet GPA. When the Academy controlled for this issue the data did not change. She stated that they analyzed demographic data for both MPA and PEA and found that African American cadets were lower across the board on average for MPA, but for PEA the African American cadets were significantly higher. Mr. Sandoval asked if there are a higher percentage of African American intercollegiate athletes. Brig Gen Born replied in the affirmative.

Ambassador Schwab introduced Dr. Adis Vila, Chief Diversity Officer at USAFA. Dr. Vila noted that as a lawyer she is cognizant that there are limitations to setting goals and quotas for diversity. She said that the diversity plan is focused on the big picture plan for USAFA at this point and that she and her team will meet quarterly to review how the Academy is doing.

Dr. Vila pointed out a few diversity challenges, including a lack of diversity in the Dean’s list and the honors program. She said that it is important to build relationships with historically black colleges and Hispanic institutions to bring premier faculty to the Academy. Additionally, she said that the Academy needs to focus on getting underrepresented students into the international summer opportunities and other high impact programs.

Lt Gen Jones asked about the process for accepting students into the scholars program and Dr. Vila responded that there is some flexibility on the requirements. However, she noted they are not going to put an at-risk cadet into an honors class just to do it. Ambassador Schwab thanked Dr. Vila for her presentation and noted that they were over on time.

Ambassador Schwab said that it had been a privilege to serve on the Board, she again thanked Lt Gen Gould and Lt Col Trychon for their hard work in putting the Board of Visitors meetings

together.

(The proceedings were adjourned at 1:50 PM.)