BOARD OF VISITORS
UNITED STATES AIR FORCE ACADEMY

MEMORANDUM FOR SECRETARY OF DEFENSE

FROM: Chairman, USAFA Board of Visitors
1040 Air Force Pentagon
Washington, DC 20330-1040

SUBJECT: United States Air Force Academy (USAFA) Board of Visitors (BoV) Semi-Annual Report

In accordance with Title 10, U.S.C, Section 9355, the Board of Visitors to the United States Air Force Academy convened on 16 November 2004 and 11 February 2005 at the Rayburn House Office Building, Washington, DC. The Board submits the attached semi-annual report for your consideration.

Both meetings were opened with remarks by the senior leadership of the Air Force, to include Secretary Roche, Acting Secretary Teets, and General Jumper. We thoroughly appreciate the interest Air Force Leadership has taken in the role of the BoV, and recognize that their vigorous participation will have far-reaching consequences for the success of the Air Force Academy. Additionally, the partnership we've seen between the Air Force and the BoV leaves little doubt that both entities have the best interest of the Academy, but more importantly the Air Force and Nation it serves, at heart.

During the November meeting Lieutenant General John Rosa, USAFA Superintendent, briefed the Board on a topic that has had a lot of discussion lately—religious respect. He explained that he discovered concerns among the permanent party and cadets from the Faculty/Staff Spring Survey's written comments and in the Cadet's Fall 2004 Climate Survey. Upon learning of this issue, he immediately began addressing it and developing religious respect training for all Academy personnel.

He emphasized that a lack of respect for oneself, classmates and teammates was not acceptable and that this lack of respect was the root cause of many of the problems encountered by the Academy over the last few years. In subsequent discussions, the BoV expressed its agreement that the members would not permit an environment that allowed abuse or discrimination. The unique superior/subordinate relationship within the military requires all Academy faculty and staff, and cadet senior leaders to exercise sound, mature judgment when expressing their religious beliefs.

BoV members also expressed concern that freedom of religious expression not be curtailed too far in the other direction. The key is balance. Spiritual development is an important part of an officer's character development. For many, a vital component of that spiritual development is tied to their religious faith, while for others it is based on a variety of other factors. But for all, it comes together with the Air Force's core values, and is founded on respect, including respect for the right to hold a diversity of beliefs.

As you are aware, after General Rosa surfaced this issue, Secretary Michael Dominguez appointed the Task Force on Religious Respect, headed by Lieutenant General Roger Brady, Deputy Chief of Staff, Personnel. Task Force findings and Academy progress will be discussed in great detail at our next BOV meeting this month. Additional resources from across Headquarters, Air Force have also been brought to bear, including the reassignment of Maj Gen (select) Irv Halter to be USAFA's Vice Superintendent and the recent appointment of Rabbi Arnold Resnicoff as a special assistant to the Acting Secretary of the Air Force and to the Chief of Staff for Values and Vision for the entire Air Force.

Significant strides have also been made in the area of sexual harassment/assault. USAFA continues to expand and refine their program and the results of the recent climate surveys administered by the Defense Manpower Data Center will be available in the Fall so a comparison can be made with previous assessments.

During this period, two critical BoV members (Mr. John Kidde and Dr. Candace DeRussy) completed their tenure and we were pleased to mark this occasion with the presentation of the Civilian Exceptional Service Award. In light of statutory changes to the Board of Visitors, Mr. Kidde's and Dr. DeRussy replacements were required to be USAFA graduates. The new members are Mr. Patrick Garcia and Mrs. Nancy Kudla and as Presidential appointees they will serve for three years.

In closing, General Rosa and his staff have been gracious, forthcoming, and candid regarding all aspects of the Air Force Academy. Headquarters Air Force leadership is fully engaged. The Superintendent in concert with the Pentagon continues to lead the Academy in an open, honest, and forthright manner. Academy action plans are being aggressively worked and implemented, but a lasting change of culture will take continued commitment and perseverance. There is reason for hope though, in the anecdotal evidence of improvements in cadet culture, appearance, and behavior. I am very appreciative of the level of support and dedication displayed by the members of the BoV and senior Air Force leadership. I am encouraged that the BoV is playing the role it is designed for, and it is an honor to be a part of this impressive panel. I look forward to continued improvements at the U.S. Air Force Academy.

JAMES S. GILMORE III
Chairman, USAFA BoV

cc:
Secretary of the Air Force
U.S. Air Force Chief of Staff
USAF Academy Board of Visitors Members
Superintendent, USAF Academy

TABLE OF CONTENTS

BOARD STRUCTURE & COMPOSITION
- BOARD AND COMPOSITION 1
- CHARTER 1
- STRUCTURE 1
- MEMBER TERMS 1
- 2005 BOARD OF VISITORS MEMBERSHIP 2

APPENDIX 1 - FEBRUARY 2005 BOV MEETING SUMMARY & MINUTES 3

APPENDIX 2 - NOVEMBER 2004 BOV MEETING SUMMARY & MINUTES 7

BOARD STRUCTURE AND COMPOSITION

The Board of Visitors of the United States Air Force Academy is established under Title 10, United States Code, Section 9355.

CHARTER

The Board is required by its statutory charter to meet four times annually, and after its annual and semi-annual meetings, the Board submits a written report of its actions, views, and recommendations of the Academy. By law, the Board is also required to visit the Academy at least twice a year and 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.

STRUCTURE

By law, the Board of Visitors of the United States Air Force Academy is constituted annually and consists of 15 members:

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.

MEMBER TERMS

Presidential designees serve for a period of three years. Each of the additional nine board members serves a minimum term of one year. Any member whose term of office has expired shall continue to serve until his successor is appointed. Unexcused absence from two successive meetings shall be grounds for termination in accordance with statutory requirements.

2005 BOARD OF VISITORS MEMBERSHIP

	YEARS ON THE BOARD	TERM EXPIRES
APPOINTED BY THE PRESIDENT OF THE UNITED STATES*		
Mr. Dionel Emilio Aviles	02-present	2006
Mr. John E. Kidde	02-05	2005
Dr. Candace de Russy	02-05	2005
Governor James S. Gilmore III	03-present	2006
Dr. Susan C. Schwab	04-present	2006
Mr. Winston A Wilkinson	02-present	2005
APPOINTED BY THE VICE PRESIDENT OF THE UNITED STATES		
US Senator Larry Craig (R-ID)	01-present	Annually
US Senator Mark Pryor (D-AR)	04-present	Annually
APPOINTED BY THE SPEAKER OF THE HOUSE OF REPRESENTATIVES		
US Representative Kay Granger (R-TX)	04-present	Annually
US Representative Joel Hefley (R-CO)	87-present	Annually
US Representative Carolyn C. Kilpatrick (D-MI)	03-present	Annually
APPOINTED BY THE CHAIRMAN, SENATE ARMED SERVICES COMMITTEE		
US Senator Wayne Allard (R-CO)	99-present	Annually
APPOINTED BY THE CHAIRMAN, HOUSE ARMED SERVICES COMMITTEE		
Mr. Robert K. Dornan	03-present	Annually

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* Presidential members are appointed for three-year terms; however, per Title 10, they continue to sit on the Board until replaced.

APPENDIX 1: 11 February 2005 BOV Meeting Summary

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

OPENING COMMENTS BY THE CHAIRMAN

The chairman, Governor Gilmore, opened the meeting at 0905 hrs, 11 February 2005, and welcomed attendees. He noted this is the second meeting in a row in DC, but that the spring and summer meetings would be in Colorado Springs. The chairman noted that the Board of Visitors exists in a spirit of openness, where all facts are in full view, and that the BoV and the administration has been doing a good job of forthrightly dealing with tough issues. He introduced the new designated federal official, Ms. Shirley Martinez, reviewed the agenda, welcomed the members of congress, and introduced Secretary Teets.

OPENING COMMENTS BY THE SECRETARY OF THE AIR FORCE

Secretary Teets thanked the board for their participation due to the importance of oversight at the Academy and their contribution to continuing the Academy's history of excellence. He then recognized the service of Mr. John Kidde and Dr. Candace DeRussy to the BoV by awarding them the Civilian Exceptional Service Award. Lt Gen Rosa also made a presentation. Then the floor was offered to General Jumper.

OPENING COMMENTS BY THE CHIEF OF STAFF, USAF

General Jumper thanked the BoV for their invitation to the meeting, and commended their active involvement and vigilant oversight of USAFA. Senator Allard commented there was a time when the CSAF and SECAF didn't attend the BoV, and the change was refreshing.

OLD BUSINESS

Introduction of the board. Governor Gilmore introduced the members of the board that were present, and provided excused absences for Gen Aviles, Congressman Hefley, and Congresswoman Kilpatrick. Minutes of the 16 November 2004 Meeting. Dr. DeRussy moved that the minutes for the previous meeting of 16 November 2004 be adopted. The motion was seconded by Dr. Schwab and passed unanimously to accept the minutes of the 16 November 2004 board meeting as presented.

SUPERINTENDENT'S TIME – USAFA UPDATE

General Rosa introduced his staff and gave the Board a status report, mentioning that he's been there just over 18 months, and that the officer development system had been in place for a year.

USAFA is working on a four-year integrated training plan where core values are interwoven throughout the course of study.

The historic "recognition" program was not meeting its intent, and has been replaced with "Commandant's Challenge." It focuses on operational skills needed in the Air Force, and pits teams against one another instead of fourth classmen against each other. LG Rosa thought it was superb, and wants the BoV to see it or the Spring Exercise first hand.

He touched on the 1st semester grade point average of the cadet wing (2.9), that almost 50% of the fourth-class has a 3.0 GPA or better, and that 7% of the cadet wing maintained a 3.0 in military training, academics, and athletics (Superintendent's list).

LG Rosa mentioned that across the academies, applications are down almost 20%, to pre-9-11 levels. The post-9-11 swell is over, but the quality of the applicants is the same or better.

The policy on amnesty has been revoked. Designed to help cadets come forward to discuss sexual assault, it was rarely used and inconsistent with the rest of the Air Force and the Uniform Code of Military Justice. A tool that had outlived its purpose, it has been replaced by trust in the appropriate system of reporting and justice in-place at USAFA.

As more than 77% of the Air Force at large is deployable, the Academy is working hard to focus and orient on the active duty force. Seventy Academy personnel have deployed, including faculty supporting nation building in Iraq and Afghanistan.

LG Rosa showed the AFSC breakout for the graduating class of '05, demonstrating compliance with the Agenda for Change that requires graduating cadets to get quickly into the operational force. He also mentioned about 60 cadets are looking at postgraduate school opportunities, including medical school.

LG Rosa spent some time reviewing the building block approach to personnel development, and demonstrated that with the officer development system model (ODS). He went on to demonstrate how the ODS fits into the larger picture of the strategic plan USAFA is building through capability-based planning.

He mentioned that the graduate survey is underway, affording new graduates and their supervisors to provide feedback about the Academy and the product it created. He went on to discuss the honor system review, and its focus on the administration of discipline, not the code itself. He commented about the litigious nature of society today, and that the administration of the code needs to ensure due process in order to protect the Academy from lawsuits over honor violation.

LG Rosa touched on the issue of respect, and that is the root cause of many of the problems encountered by the Academy over the last few years. Lack of respect for oneself, classmates, and teammates have contributed to the scandals. One self-identified challenge centers on the issue of religious respect, and tolerance of other points of view. While 5 external looks at the Academy didn't find it, once the administration discovered it, they got help from Ms. Martinez (SAF/MRE), from Rabbi Resnicoff, and from the Josephson Institute to start looking at the issue and making plans to address it. It has resulted in a training plan that LG Rosa wants to present to the BoV during the April visit.

LG Rosa reviewed the timeline the Academy is on to foment cultural change. He mentioned many still want to keep "looking in the mirror," but that the action plans resulting from that phase are being finalized and implemented, and that measuring results is the next logical step. The timeline itself is nominal, and culture change takes a long time. There is reason for hope though, in the anecdotal evidence of changes in cadet culture, appearance, and behavior.

LG Rosa touched on upcoming events including the National Character and Leadership Symposium, Unit Compliance Inspection, Faculty Heritage Forum, and Spring Training Exercise.

He feels that he wants to minimize the pendulum swing in the institution, but that overall, the cadets get it, and understand where the Academy is headed. More than 80% of the males and females at the Academy believe that the culture change they're undertaking is needed and going in the right direction.

Senator Allard appreciated the efforts to measure results, and recognized that, though there will be mistakes, the Academy is on the right track. LG Rosa agreed, and appreciated the oversight at the Pentagon and the effort to build operational parameters within which the Academy could operate.

Governor Gilmore asked, with respect to the issues of sexual assault, integrity issues, and religious tolerance, are the steps the Academy is taking going to remedy this situation and deal with it appropriately? LG Rosa replied that they would. The problem of sexual assault came up, and with the help of outside experts, education, and training, the staff learned how to openly and honestly deal with it,

and help the Academy as a whole do the same. The same model can be applied to other emerging problems. The Governor mentioned and LG Rosa affirmed that the watchword of the Academy and the BoV over these issues is "openness."

Association of Graduates update. Colonel (retired) Jim Shaw gave a briefing on the USAFA Association of Graduates (AOG).

The Academy graduate community views USAFA through the prism of their four-year experience, and the key to assuaging opinion over the changes at USAFA is education of the graduate community. The lead educator is LG Rosa.

He revisited the comprehensive campaign, and its effort to raise money to provide the extra margin of excellence for USAFA. He noted that the comprehensive campaign is aligned with the USAFA strategic plan, and that funds are being raised in five areas: character development, academics, athletics, heritage, and investing opportunity. The AOG has raised about 15% of their $100M goal.

Col Shaw closed with several vignettes about the mission impact of the graduate community, the real strength of the Academy as an institution, including support to the Tsunami survivors, an introductory flight-training student who landed safely despite losing the engine, and a cross-commissionee to the Marine Corps who made the ultimate sacrifice in the battle for Fallujah, Iraq. In a follow-on question from Mr. Dornan, Col Shaw stated that 5 graduates had made the ultimate sacrifice in the Global War on Terror.

Col Shaw also confirmed that the BoV members are receiving the award-winning "Checkpoints" magazine, answered a question on the films the AOG had helped produce, and agreed to forward a copy of "Return with Honor" to the BoV members.

Closed Session, Discipline Update. General Weida provided the Board the discipline update in a closed session.

NEW BUSINESS

BoV Charter and By-Law changes mandated by Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005. Governor Gilmore highlighted changes to the charter and by-law brought about by changes to the law. They include: Two BoV members will be USAFA grads, failure to attend two successive meetings is grounds for dismissal, there will be four meetings a year, at least two at USAFA, and the report is now semiannual and will go to SECAF, SECDEF, the HASC, and the SASC. A motion to approve the by-laws and charter was made by Mr. Kidde, seconded by Senator Allard, and was approved unanimously without debate.

Performance Measures for USAFA overview. Colonel Bill Chambers, AF/DPL, briefed the BOV about the new Air Force Instruction that will provide deliberate performance-based management tools to measure USAFA's performance and improve headquarters oversight. It is broken down to measure the four mission areas (character development, academics, athletics, and military leadership), the prep school, and general governance. This Air Force instruction codifies the requirement, and every measurement has a goal or threshold. In this performance based management system, the Academy, like any other command, has a boundary to stay within, and if mission accomplishment crosses the threshold, then that generates a report requirement. In addition to multiple areas on which the Academy already collects data, several new areas include graduate performance and outstanding squadron competitions. If the measurements remain green, then the report generates little further action. If measurements move into the yellow or red, then the headquarters will respond with resources to address the problem and seek resolution. The first round of data is due to Headquarters Air Force in July 2005.

There was a question regarding LASIK and the fact that up to 75 cadets a year are candidates for the procedure, and that it can move a commission or navigator-qualified cadet to pilot qualification.

Dr. DeRussy asked if USAFA was making progress on measuring academic outcomes, and BG Born responded that many of the outcomes had been identified, and initial forms of measurement had occurred, but that more comprehensive systems of measurement were on the horizon.

Closed Session, DoD Inspector General Report. Mr. Michael Dominguez briefed the BoV on the findings of the DoD IG report regarding the Academy, and discussed the 2 Jun 2002 letter reported in the press.

Closed Session, Air Force Inspector General Report. MG Musefeldt briefed the BoV on the findings of the AF IG report regarding the Academy.

Schedule of Future Meetings. The next meeting of the BOV was planned for 8-9 April 2005 at the Air Force Academy. Subsequent meetings are planned for 15-16 July 2005 at USAFA, and 4 or 5 October 2005 in Washington, D.C.

EXECUTIVE SESSION

The Board met in a closed executive session (BOV members only) and the meeting concluded at 2:30 pm.

SUMMARY OF MOTIONS

- The motion was made, seconded and passed unanimously to accept the minutes of the 16 November 2004 USAFA BOV meeting as presented.
- The motion was made, seconded and passed unanimously to accept the updated charter and bylaws as amended by the 2005 National Defense Authorization Act.

SUMMARY OF FOLLOW-ON ACTIONS

- USAFA to demonstrate to the BoV the religious tolerance training
- USAFA to show the BoV the Spring Exercise
- AOG to provide "Return with Honor" to BoV members

APPENDIX 2: 16 November 2004 BOV Meeting Summary

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

The chairman called the meeting of the USAFA Board of Visitors to order at 9:10 am on 16 Nov 04 in room 2212 of the Rayburn Building, Washington, DC.

ATTENDANCE

MEMBERS PRESENT:
Governor James S. Gilmore III (Chairman)
US Senator Wayne Allard (R-CO)
US Senator Larry Craig (R-ID)
US Representative Kay Granger (R-TX)
US Representative Joel Hefley (R-CO)
US Representative Carolyn C. Kilpatrick (D-MI)
Mr. Dionel E. Aviles (Vice Chairman)
Mr. Robert K. Dornan
Mr. John E. Kidde
Dr. Susan C. Schwab
Dr. Candace DeRussy
Mr. Winston A. Wilkinson

MEMBERS ABSENT:
US Senator Ernest F. Hollings (D-SC)
US Senator Mark Pryor (D-AR)

AIR FORCE SENIOR STAFF:
Dr. James G. Roche, Secretary of the Air Force
General John P. Jumper, Chief of Staff, United States Air Force
Ms. Kelly F. Craven, Deputy Assistant Secretary (Force Management & Personnel) and USAFA BOV Designated Federal Official
Brigadier General(s) William A. Chambers, Director, Learning & Force Development

USAFA SENIOR STAFF:
Lieutenant General John W. Rosa, Superintendent
Brigadier General Johnny A. Weida, Commandant of Cadets
Brigadier General Dana Born, Dean of Faculty

USAFA ASSOCIATION OF GRADUATES (AOG):
Col (ret) Jim Shaw

BOV EXECUTIVE SECRETARY:
Lt Col Paul A. Price (AF/DPLA)

OPENING COMMENTS BY THE CHAIRMAN

The chairman, Governor Gilmore, opened the meeting at 0910 hrs, 16 November 2004, and welcomed attendees. He reiterated his intention for the Board to meet four times per year, preferably twice in Colorado Springs and twice in Washington DC, in order to accommodate the congressional schedule. He reviewed the agenda, encouraged the board to ask questions, and introduced Secretary Roche.

OPENING COMMENTS BY THE SECRETARY

Secretary Roche applauded the attendance of the BoV, and commented that USAFA has now reached a point where it has "staff stability," with the confirmation of Dean of Faculty, Brigadier General Dana Born. He appreciated the single point of contact in Washington for Academy business so things aren't "falling through the cracks." He recognizes that USAFA is an institution of 4,300 young people, with young people issues. "The difference is, we deal with them right away and very much up front..." He went on to applaud the current academy leadership team, including the Association of Graduates. He closed by remarking that he had the sense that USAFA is vibrant, "feels good about itself, and knows it's on a continuous process of improvement path." The Secretary then offered the floor to General Jumper.

OPENING COMMENTS BY THE CHIEF OF STAFF, USAF

General Jumper commented that what we are witnessing now at the Academy is the fallout of cultural change, and that as that cadets learn that leadership is serious about this change, we will see a more serious response. He felt confident that improvement will continue.

OPENING COMMENTS BY THE DEAN OF FACULTY

Governor Gilmore asked Brigadier General Born to make some opening remarks. She spoke of the cooperative and integrative relationship with the Commandant, Brigadier General Weida, as well as the athletic director and the superintendent. She believes the academic side of the academy can improve even more.

OLD BUSINESS

Minutes of the 14-15 May 2004 Meeting. Mr. Wilkinson moved that the minutes for the previous meeting of 14-15 May 2004 be adopted. The motion was seconded and passed unanimously to accept the minutes of the 14-15 May 2004 board meeting as presented.

SUPERINTENDENT'S TIME – USAFA UPDATE

General Rosa gave the Board a status report, reiterating the focus areas of educating and training staff, faculty and cadets; focus and orient USAFA on the Air Force; and, assess and improve the USAFA climate and culture. He commented that attrition during basic for the class of 2008 was the lowest since 1974. He touched also on the preparation of the cadets to run basic cadet training, the positive outcomes of the new Officer Development System, integration of athletic and academic officers and NCOs as associate air officers commanding, the integrated approach of the staff to create second lieutenants of character, academic grades for all four classes, and the move of the flying operation from USAFA to AETC control in order to provide a more professional environment and to reduce attrition at pilot training. Gen Rosa mentioned that some of his faculty had gone to Iraq to help the rebuilding process with their special expertise, and more will deploy. He also briefed highlights of the second cadet social climate survey, stating that you'll know when you "start to have an effect on a culture when behaviors

begin to change." Cultural change is occurring, but there is a "long way to go." Gaps in perceptions between and among women, athletes, religions, and races exist, and it will require work to eliminate those gaps. Gen Rosa offered to brief on the religious tolerance issue during the next BoV at the Academy (ACTION). Additionally, the rate of willingness to report sexual assault is twice that of the national average, but still too low. He went on to talk about the challenge of underage drinking, and challenged the BoV members to discuss the issue within their sphere of influence. He discussed the success of the Graduate Leadership Conference, one that opened lines of communication and left a representative group of graduates with a positive outlook on the future of USAFA. He touched on the direction USAFA is taking in relation to other universities, and reiterated that character, leadership, and honor are concepts that define the Academy. He is helping his team focus on priorities, continue the culture change, and align his staff. He touched briefly on the findings and recommendations of the Ryan report with regard to Cadet Athletics, and went on to discuss the 13th Honor Review, and the place of importance of honor at the Academy. Changes in place include reverting to a common testing period for graded reviews, improving the honor process, especially timeliness, and a review of the curriculum by Dr. Michael Josephson. Gen Rosa offered to provide an update during the BoV's next visit to the Academy (ACTION). He also provided an overview of Commandant's Challenge, including how it differed from a previous effort that focused on the success of the fourth class instead of the success of leadership, and offered to go over it in more detail during a future BoV (ACTION). He highlighted upcoming Academy events, including the Unit Compliance Inspection, Academy Assembly, and the National Character and Leadership Symposium. He asked Gen Born to provide any interested BoV member more information about NCLS specifics.

Closed Sessions. A representative of the Department of Defense Inspector General, Mr Jerry Hansen, DoD Deputy IG for Inspections & Policy, provided insight to the upcoming release of their report, "Evaluation of Sexual Assault, Reprisal, and Related Leadership Challenges at the United States Air Force Academy."

General Weida provided the Board the discipline update in a closed session.

Association of Graduates update. Colonel (retired) Jim Shaw gave a briefing on the USAFA Association of Graduates (AOG). He revisited the comprehensive campaign, and its effort to raise money to provide the extra margin of excellence for USAFA. He noted that the AOG was ramping the effort back up, and was in the silent phase. He touched on near and short term needs for which the AOG provides: Center for Character, Development, & Leadership, Falcon Heritage Forum, research and experiential training, athletic facilities, heritage programs, and perishable opportunities. Col Shaw thanked the USAFA leadership for the time they took to reach out and educate the graduate community on what is happening at USAFA, and pointed out that many service schools have elements of disgruntled grads, who may never be happy about how things are going at their alma mater. Governor Gilmore was concerned that the AOG and its efforts would have an impact on the strategic direction of USAFA, and wanted to know if the AOG and USAFA were in synch and who had oversight over expenditures. Col Shaw responded that the AOG was absolutely in lockstep with the Superintendent and USAFA, in an effort to provide for their needs, not the AOG's. He also outlined the process by which gifts of greater than $100K are transferred from private to public entities, that SECAF has the appropriate oversight, and assured the BOV that the Air Force and the congress are notified of all activities, where appropriate. Further discussion on the topic discussed how the money was allocated, the impact of the money, and the point that the Academy has virtually no endowments when compared to civilian universities. In order to fund the people required to achieve the "extra margin of excellence," endowments are required. Governor Gilmore noted that he is pleased that the AOG is helping USAFA and that SECAF has oversight, when issues of money are raised, money becomes a form of control, and if there is the potential for problems up the road, the movement of that money could be it.

NEW BUSINESS

Legislative Language Debrief, Ronald W. Reagan National Defense Authorization Act for Fiscal Year 2005. Lt Col Bill Hampton, SAF/LLP, briefed the Board on passed legislation. The Ronald Reagan NDAA excluded limited Academy faculty from Air Force end strength calculations. The NDAA no longer requires the superintendent to retire after his tour. A discussion ensued, and Senator Allard disclosed that the language of the law was a compromise position that allowed SECAF to determine the future of the Academy superintendent. In committee, one camp thought that the tough decisions would be made by superintendents who have nothing left to strive for, while the opposing camp thought that the tough decisions would be made by superintendents who still have a future in the Air Force. Governor Gilmore commented that it was an improvement, over current policy. The next provision passed into law is that the dean of faculty will hold the highest degree in their field of study, and Dr. DeRussy asked why the provision to require the dean to have at least some military experience was dropped. Senator Allard indicated that it was removed in conference committee by the Senate, and that the intent had been to broaden who could be selected as dean, not limit. Lt Col Hampton also highlighted the statutory changes to the Board of Visitors, including: 2 members will be USAFA graduates, Presidential appointees serve for three years, censure for chronic absenteeism, meetings four times per year, with visits to the Academy authorized at any time, a semi-annual report to the Senate and House Armed Services Committees, and some adjustments to nomination criteria. He informed the board that Senator Holmes and CM Thompson both require replacements, and will be appointed by the speaker.

USAFA Budget Update. Lt Col Price briefed the BOV that the budget process is a way to control resources and balance them with the right priorities in a constrained fiscal environment. He provided an overview of the planning programming, budgeting, and execution process, defined the future years defense plan, offsets, and go-do's. Senator Allard asked about whether military salaries were included in some of the figures, which they were not. Lt Col Price highlighted that the combat survival training program was moved to Fairchild, that we had successfully defended the plus-up to the "Zone of the Interior" program, and that USAFA, like any other major command, passes its budget through the corporate structure.

Schedule of Future Meetings. The next meeting of the BOV will be 11 February 05 in Washington DC. Future dates are planned for April and Jul at the Air Force Academy

No new business was brought forward. The meeting concluded at 3 pm.

EXECUTIVE SESSION

The Board met in a closed executive session (BOV members only) from 1:40 pm, to 3 pm, and the meeting adjourned at 3 pm.

SUMMARY OF MOTIONS

- The motion was made, seconded and passed unanimously to accept the minutes of the 14-15 May 2004 USAFA BOV meeting as presented.
- A vote was taken to elect a new chairman of the Board of Visitors, and Governor Gilmore was reelected.

SUMMARY OF FOLLOW-ON ACTIONS

- USAFA to provide information about the honor curriculum review by Dr. Josephson
- USAFA to provide information about the training surrounding the issue of religious tolerance
- USAFA to provide information about the training regimen for Commandant's Challenge