

**MINUTES OF THE REGULAR MEETING  
OF THE  
BOARD OF VISITORS  
UNITED STATES AIR FORCE ACADEMY**

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**17 OCTOBER 2007**

**Approved by the  
USAFA BOARD OF VISITORS  
10 JANUARY 2008**

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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 0900 on Wednesday, 17 October 2007.

**ATTENDANCE**

**MEMBERS PRESENT:**

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

**MEMBERS ABSENT:** One vacant seat (previously filled by Sen Tim Johnson who resigned)

**AIR FORCE SENIOR STAFF:**

Mr. Craig Duehring, Assistant Secretary of the Air Force for Manpower and Reserve Affairs  
Gen Duncan McNabb, Air Force Vice Chief of Staff  
Mr. Ronald Winter, USAFA BoV Designated Federal Officer  
Brig Gen Floyd Carpenter, Director, Airman Development and Sustainment  
Mr. David French, Deputy Assistant Secretary of the Air Force (Force Management Integration)

**USAFA SENIOR STAFF:**

Lt Gen John Regni, Superintendent  
Brig Gen Susan Desjardins, Commandant of Cadets  
Brig Gen Dana Born, Dean of the Faculty  
Dr. Hans Mueh, Director of Athletics  
Col Chevalier Cleaves, Director of Admissions  
Mr. Johnny Whitaker, Director of Strategic Communications

**AF SCROLL RECIPIENTS:**

U.S. Senator Tim Johnson (D-SD)  
U.S. Representative Carolyn Kilpatrick (D-MI)  
Former U.S. Representative Robert Dornan (R-CA)  
Gen (ret) H.T. Johnson

**SPECIAL GUESTS:**

Mr. Jim Shaw, President and CEO, USAFA Association of Graduates  
Mr. Robert Lockwood, The Gallup Organization

**INVITED GUESTS:**

U.S. Representative Xavier Becerra (D-CA)  
U.S. Representative Heather Wilson (R-NM)

**NOTED OBSERVERS:**

Lt Gen (ret) John Hopper  
Col (ret) Frederick Gregory

**BoV EXECUTIVE SECRETARY:**

Col Paul Price (AF/A1DO)

## **OPENING COMMENTS**

The BoV Chairman, Mr. Charles García, opened the meeting at 0900 on 17 October 2007 in Washington, DC. He said the first order of business was thanking former members who had recently completed tours of service on the BOV. He introduced Mr. Craig Duehring, the acting Assistant Secretary of the Air Force for Manpower and Reserve Affairs, who represented the Secretary of the Air Force, the Honorable Michael Wynne. Mr. Duehring presented the Honorable Senator Tim Johnson, Congresswoman Kay Granger (who was unable to attend), Congresswoman Carolyn Kilpatrick, former U.S. Representative Mr. Robert Dornan and General (ret) Hansford T. Johnson with Air Force Scrolls of Appreciation. These individuals were recognized for their dedicated service as members of the United States Air Force Academy Board of Visitors. After photographs and applause, Chairman García called Senator Ben Nelson and Senator Bob Bennett to the front of the room for the swearing-in ceremony, and Mr. Duehring administered the oath of office.

Chairman García welcomed everyone and thanked the BoV for full attendance at the board meeting. He then introduced the Air Force Vice Chief of Staff, Gen Duncan McNabb, and invited him to make remarks. Gen McNabb thanked the Board for their hard work and dedication to USAFA. Chairman García thanked the members of USAFA for their hard work and introduced the Superintendent, Lt Gen John Regni, who then introduced his staff.

## **OLD BUSINESS**

Mr. García requested a motion be made to approve the 27-28 July 2007 BoV meeting minutes. The motion was made to approve and accept the minutes as drafted. The motion was seconded and carried, making the July 2007 minutes official.

The Board also conducted its annual review of the BoV Bylaws. The Board adopted several changes to better align with the BoV Charter verbiage, clarified what constitutes an official meeting, added subcommittee procedures, and described how the BoV handles public comments.

## **NEW BUSINESS**

Chairman García outlined the day's agenda. He also ensured the minutes reflected that all board members received a memo from Dr. Craig Bash. Chairman García discussed the dates of the next session and the rationale for selecting the 10<sup>th</sup> and 11<sup>th</sup> of January. The dates coincide with a scheduled Congressional recess and should ensure maximum participation at the next BoV which will be held at USAFA. Chairman García then opened the floor to the two newest members of the BoV, Senator Bennett and Senator Nelson, who introduced themselves and described their backgrounds. The floor was then turned over to Lt Gen Regni.

### **Superintendent's USAFA Update:**

Lt Gen Regni welcomed new board members and introduced two guests, Congresswoman Heather Wilson and Congressman Xavier Becerra, who have been working closely with USAFA. Lt Gen Regni then outlined six topics he would cover during his update.

Gen Regni opened by discussing the USAFA Cadet Wing Diversity Plan, which is almost complete. He read USAFA's definition of diversity to the Board and explained that considerable effort has been expended in developing the plan. Lt Gen Regni has signed the plan and forwarded it to the Air Force Chief of Staff, General Moseley, and Secretary Wynne. Gen Regni then explained that the Diversity Plan includes an action plan that identifies USAFA's recruiting objectives and diversity recruiting initiatives. These initiatives include: identifying diversity among candidates; targeting populations for increase; hosting various seminars and

outreach efforts across the country; and partnering with family and community groups and other similar organizations. The action plan also details the tasks and resources required to fully implement the plan. Gen Regni's goal is to make the USAFA Cadet Wing Diversity Plan available for review at the next BoV in January 2008.

Gen Regni next discussed foreign language and culture, which continues to be emphasized across the Academy. He reported that, starting with the Class of 2011, all cadets will take two semesters of a foreign language. USAFA continues to use the Defense Language Aptitude Battery (DLAB) which measures a new cadet's aptitude for learning a complex foreign language. DLAB results are then used to steer highly qualified freshmen toward strategic languages. Gen Regni noted that the number of cadets taking strategic languages increased from 24 percent to 50 percent in the past two years.

The Superintendent discussed the Academy's effort to obtain federal nonprofit status for its athletic association. In 2004 USAFA formally started the research and fact finding process to create a proposal which was eventually briefed to the Board by Dr. Mueh in July 2006. The proposal is currently being routed through the Air Staff for two-letter coordination. The USAFA staff is drafting the bylaws and will consult with representatives of the U.S. Naval Academy (USNA) based on their century's worth of experience in this area. USAFA will review the Naval Academy's bylaws and use that as a framework while also working with Air Staff's comptrollers and general counsel to ensure the bylaws are correct. Gen Regni anticipated that he should have an approved concept of operations and be in a position to have the Legislative Liaison Office send the proposal to the Board for consideration prior to the next meeting.

Gen Regni also briefed the current status of USAFA's flight program. USAFA has transitioned to a consolidated initial flight screening program, which is the first phase of pilot training. This is a huge change from the terminated Cadet Flight Screening Program. The last powered flight at USAFA was in September 2007. USAFA is currently working with Air Education and Training Command, and all parties are in agreement that USAFA has a requirement for a follow-on Powered Flight Program to supplement the soaring and jump programs. General Looney, Commander of Air Education and Training Command, and his team are working with the Air Staff to seek funding needed to procure aircraft for the program. The Powered Flight Program will be the capstone airmanship program and will support the aviation outcomes at the Air Force Academy. The Power Flight Program is also needed to enhance recruitment and retention of pilot-qualified cadets who will eventually enter pilot training. USAFA sends 520 graduates a year to pilot training, which is almost half of the Air Force's total annual production.

Gen Regni next provided an update on freshman grades. He reported that the most recent progress reports reflected the average grade point averages for cadets' ranged from 2.69 for freshmen up to 3.01 for seniors. Fifty-three percent of seniors are on the Dean's List, which is impressive. Additionally, 38 percent of freshmen made the Dean's List, which was the highest figure in the last two years. At progress report, only 9 percent of the cadets had a grade point average less than 2.0; this group was comprised of 21 seniors and 200 freshmen (or 17 percent of the class), which is much lower than in previous years. These successes were accomplished without changing academic or grading standards within the Department of the Faculty. Many factors contributed to this success: cadets are adhering to a daily regiment of controlled study in the evening, getting more sleep, and attending mandatory breakfast. Gen Regni also noted food quality in Mitchell Hall had improved considerably. He acknowledged that it was not a completely fair comparison between the current class and prior years because policy now dictates that freshmen will take a foreign language. This resulted in the scheduling of some core courses later on in the curriculum. For example, 100 percent of cadets no longer take Chemistry, one of the more challenging courses, during their freshman year, which may account for higher freshman grade point averages.

Gen Regni also covered national academic rankings that were published since the last board meeting (rankings were from the U.S. News and World Report, the Princeton Review and a report on leadership development in government and in the military). USAFA was rated the best baccalaureate awarding college in the West. USAFA's aeronautical engineering and astronautical engineering programs continue to be ranked number two in the United States, bracketed by Embry-Riddle in Daytona Beach, Florida, and Embry-Riddle in Prescott, Arizona. When you take all of USAFA's engineering programs together, the engineering department was number seven in the nation. USAFA was also ranked as the number one undergraduate business school in the United States and the number two school in leadership development across government and military programs, behind only the Defense Acquisition School.

The Superintendent concluded his update by discussing the lack of satellite coverage of Falcon sports. Gen Regni drafted a letter for BoV members' signatures that requests satellite providers increase coverage. Seven senators from Western states and the Mountain West Conference Chairman have written to the CEOs of CBS, Comcast, DirecTV and DISH Network, urging them to finalize the agreement. A motion was passed to have all Board members sign the letter.

Gen Regni then opened the floor for questions and comments. Ms. Kudla asked him if he had any funding concerns he would like to address with the Board. Gen Regni responded that he and his staff always closely monitor funding issues and that funding is tight again this year, particularly in regards to infrastructure. Chairman García assigned Ms. Kudla to look into an unfunded budget request in regards to the Diversity Report that was provided earlier. The request would increase the million dollar budget by a little over 10 percent. Chairman García noted that the question that needs to be answered is, "in a perfect world where resources were not a constraint and USAFA wanted to compete against public and private universities to attract talent, what would the funding need to be?" Additionally, he queried, "how far will the current budget that is presented get USAFA?" Chairman García also acknowledged that the Board did not have the time to go into the details during the current session, but hopefully Ms. Kudla can work with the Superintendent and his staff prior to the next board meeting.

Senator Allard asked Gen Regni whether the funding numbers were sufficient for USAFA's foreign language and cultural immersion programs. Gen Regni told the board that budget cuts have impacted these programs. Gen Regni said he is still working with other agencies to keep the programs funded and robust. He also projected a growth rate upwards of 700 cadets a year participating in immersion programs. Senator Allard requested background information on USAFA's cultural immersion programs so that he and a few others BoV members could study potential funding options.

#### Association of Graduates (AOG) Update:

Mr. Jim Shaw provided an update on the status of the AOG. Chairman García asked Mr. Shaw to discuss diversity recruiting and how the AOG can assist in this area. Mr. Shaw replied that the AOG has many potential avenues of communication that can be used to help with diversity recruiting. They can also use USAFA graduates to talk to potential recruits. Some discussion on college recruiting rules and the potential for violating them followed. It was stressed that proper guidance and training must be provided before graduates went out and spoke with potential recruits. Additional discussion focused on Mr. Jim Shaw's pending departure and eventual replacement. The AOG has established a search committee to identify and select a replacement.

Mr. Shaw also provided an update on AOG fundraising and the ways that private donations have helped USAFA. Mr. Duehring then presented Mr. Shaw with a Department of the Air Force Certificate of Appreciation on behalf of the Secretary of the Air Force and the Air Force Chief of Staff for Mr. Shaw's many years of dedicated service to USAFA and the BoV.

General McNabb also extended his gratitude and appreciation by presenting Mr Shaw with a coin for his numerous contributions to USAFA and the Air Force.

#### Congressional Nomination “Best Practices”:

Chairman García then introduced Congresswoman Heather Wilson, a 1982 distinguished graduate of USAFA and the first graduate to become a member of Congress. Mr. García added that Congresswoman Wilson is also a Rhodes Scholar with a doctorate from Oxford. Congresswoman Wilson discussed her service academy recruiting and nomination approach, which was aimed at increasing the number of qualified minority applicants to the military academies. She discussed ways members of Congress and the BoV could help with diversity recruiting. She recommended they maximize use of assets in their congressional district, such as JROTC programs, nearby military bases, the Admissions Liaison Officer (ALO) Program, and college ROTC programs. She stated that a congressional office has very limited resources so they must partner with influencers in the community. She also stated that she nominates applicants based on merit only. Congresswoman Wilson said she uses cadets and midshipmen home on break from the academies to visit high schools as a way to recruit potential applicants. She had two additional suggestions for BoV members: 1) set up a task force or subcommittee to look at the issue of long-term recruitment, and 2) commit to training new members of Congress. She added that if you want to diversify your applicant pool you have to go where there are high concentrations of young men and women who are not applying now. Congresswoman Wilson answered several questions before agreeing to help, as her schedule permits, with developing a process to train members of Congress on how to find qualified minority applicants.

Chairman García introduced Congressman Xavier Becerra, a leader in the Latino community from Los Angeles. He discussed methods for recruiting in minority and impoverished districts. He stated that you must begin efforts no later than middle school to interest students in the Air Force and then you must build upon that initial interest. If you wait until they are in high school, the ones that qualify for USAFA will already have plans to go to other schools. Congressman Becerra and the BoV members also discussed the fact that minority applicants come from different and unique backgrounds and may not have the extracurricular activities of other applicants, but they still have the potential to excel at a service academy. Congressman Becerra also stated that some members of Congress, particularly the older ones, have not had a very positive relationship with the military. Chairman García asked Congressman Becerra if he would assist a committee that would look at some of his colleagues that do not have robust programs and then bring the resources to bear to help turn those programs around. Congressman Becerra agreed and said he looked forward to helping.

#### Admissions Update:

Col Cleaves, USAFA Director of Admissions, discussed the nomination and selection process for candidates, as well as how to attract top candidates while enhancing the diversity of the applicant pool. Col Cleaves was asked if USAFA was making progress on having a more diverse group of ALOs. Col Cleaves mentioned how tough it is to have a diverse ALO group for a couple reasons, one being that they are generally previous academy graduates and not particularly diverse themselves and secondly, ALOs are volunteer positions. The dilemma is exacerbated by the program having limited resources available to reach a widely diverse group of potential applicants. He emphasized that USAFA is committed to looking into and researching this issue further.

#### Goodwin Report Update:

Chairman García introduced Mr. Dave French and Col Paul Price who briefed the status of action items from the Goodwin Admissions Review Report. They continue to work with

USAFA on the recommendations from the Goodwin Report. Many of the recommendations will appear in the USAFA Cadet Wing Diversity Plan that Gen Regni and his staff are developing; however, some items may not be implemented or at least not implemented exactly as written in the report's recommendations. Of key interest is the diversity definition which is embedded in a short strategic document that will be signed by senior Air Force leadership. This definition of diversity is more comprehensive and goes beyond the usual categories of race, ethnicity, gender, and religion.

Col Price also updated the Board on the medical screening process. The Air Force Surgeon General has agreed to review the current medical waiver process and relook at "exception-to-policy" waivers. USAFA is working this change with AF/SG.

Col Cleaves then addressed issues regarding the evaluation of USAFA's academic curriculum and existing student enrichment programs. This is an ongoing process to make sure that USAFA turns out the best product possible. The Academy has taken steps to accelerate the admissions process, and it is now fully online. USAFA was asked to examine ways of increasing the value of life experiences and they are looking at tools to help them understand how to appropriately capture life experience. USAFA is still learning how to capture the "whole person" and to quantify their success. The first step is capturing the data that describes life experiences, and the next step is to give credit for desirable life experiences—for example, having a job to earn income to help support the family. The key is to capture and give credit for non-traditional accomplishments that identify leadership traits required to be an effective cadet and future officer. The Diversity Plan is a step in that direction. In addition, USAFA plans to use the findings of a recent manpower study to go before the Air Force Corporate Structure to secure needed resources and manpower authorizations.

Ms. Gwen Rutherford, Chief of Airman Development, discussed how the Air Force takes people who have no exposure to the military, brings them into the Air Force, and then develops these individuals to a requirement which is based on what the Air Force needs to deliver impact in support of national defense. Ms. Rutherford and her staff have led efforts to design a construct that would enable the use of a common language to relate education, training and experience in a developmental sense to meet Air Force requirements throughout the course of a member's career. This construct has been designated as the Continuum of Learning (CoL). Ms. Rutherford provided background on the development and uses of the CoL as well as the road ahead.

Mr. French provided an update on the Character and Leadership Assessment Tool. He stated considerable progress was made since the last BoV. A full and open competition was conducted to hire a contractor from industry who could develop an instrument that would focus on the innate characteristics of leadership and other qualities of incoming cadets. USAFA's goal is to develop officers of character and, as such, it is important to select applicants with the required prerequisite character and capacity to lead. There were a number of competitors, and the Gallup Organization was awarded the contract based on the merit of their proposal. Mr. Robert Lockwood from the Gallup Organization briefly addressed the Board. He briefed that Gallup will conduct a series of key stakeholder interviews and focus groups to gather insights to assist in defining desirable leadership characteristics within the Air Force. He anticipated having the initial results of his company's qualitative analysis by the next BoV.

#### Air Force Strategic Communications:

Ms. Christy Nolta from the Secretary of the Air Force's Strategic Communications office provided a broad look at the Air Force's communication effort and how the Air Force Academy and diversity specifically fits. She also discussed some of the successes and continuing effort as the policy plans continue to evolve. Chairman García stated that the BoV had asked USAFA to research how the Air Force markets USAFA given the Academy's limited budget as well as how the Air Force assists with the diversity recruiting effort.

## **SUBCOMMITTEE UPDATES:**

### Academic and Course of Instruction:

Dr. Jaquish thanked Congressman DeFazio for agreeing to serve on the academic subcommittee. She said the Academy is well engaged with the overall efforts of the Air Force in terms of force development. Dr. Jaquish emphasized the importance of coordinating the efforts of the Air Staff and USAFA so that USAFA's Educational Outcomes align with and support the Air Force's "Institutional Competency List." She said her committee continues to have an interest in what the Academy and the Air Force are doing to prepare its cadets for the 21<sup>st</sup> Century operational Air Force, but acknowledged that at this point it would be premature to formalize anything while these efforts are ongoing. Before ending her update, she commended the faculty and leadership of USAFA for the Academy's recent number one rankings from U.S. News and World Report and the Princeton Review.

### Infrastructure and Resources:

Ms. Kudla discussed the Superintendent's draft report titled "Promoting Personal and Social Responsibility in Developing Officers." The report outlines social and cultural challenges faced by the Academy and how the Academy is tackling these challenges. The committee looks forward to the next draft of the report and, because the report also addressed safety and health issues relative to the Cadet Wing, the Infrastructure and Resources Subcommittee would also like to specifically review those areas. The subcommittee also continues to work with the USAFA staff on funding issues identified in the Diversity Recruiting Plan.

### Character and Leadership:

Mr. Isaacson noted that Congressman Lamborn from Colorado has been added as a member of the Character and Leadership Subcommittee. Mr. Isaacson discussed the value of having groups of cadets available to speak with the Board during BoV meetings at USAFA. These sessions would be non-attribution to ensure cadets are comfortable sharing their views and experiences. Mr. Isaacson also requested a presentation on the current programs administered by the Character and Leadership Development Center, and he raised the possibility of having Board members participate in exercises and the activities conducted at the Center. Given the recent appointment of Dr. Ervin Rokke, (Lt Gen, USAF, ret) as the Chair for Character and Leadership at the Academy, Mr. Isaacson requested a subcommittee meeting at USAFA on 2 November 2007, for the purpose of consultation with Dr. Rokke and a follow-up, fact-finding meeting with groups of cadets. The BoV concurred with this request.

### Admissions and Graduation:

Mr. Scribante noted that there had already been considerable discussion on the ALO program and diversity recruiting initiatives. He then discussed the Gallup Assessment Program and how the results could set the stage for modifications to the ALO program. Mr. Scribante raised concerns that there may not be funding available should the Air Force opt to move forward with the second phase of the Gallup Assessment. He also discussed an e-mail from an ALO (presented at the last BoV) and the ALO's comment that he spent more than 50 percent of his time assessing candidates' leadership and character. The goal is to ensure ALOs focus on recruiting and to reduce some of the administrative challenges.

### Closed Session:

Chairman García closed the meeting at 1402. Select members of USAFA's senior staff met with the BoV in closed session regarding character cases.

### Open Business:

At 1500, Chairman García re-opened the meeting to the public. The first topic the members addressed was the schedule for next year. The group agreed to set the meeting schedule for the rest of the year at the January meeting in 2008. Specific BoV dates (in Apr or May, July, Oct or Nov) will be decided after the 2008 Congressional calendar is released.

The members also discussed a recommendation to create another subcommittee focused on the service academy nomination process. The motion was seconded by Sen Winters and approved by the Board. This subcommittee would be composed of congressional BoV members. Congressman Lamborn added it would be advisable to work with West Point and Annapolis and have a joint-type approach. Senator Allard agreed with that position and stated working jointly with the other service academies would be the best approach. State Senator Winters then nominated Congresswoman Sanchez to chair the newly created subcommittee and the Board approved. Additionally, Sen Bennett and Congressman Lamborn were named as two of its members.

Mr. Scribante said he received word from the White House Personnel Office that Mr. García was being re-appointed to another 3 year term on the BoV. Mr. Scribante took the opportunity to express his appreciation for Chairman García's excellent leadership, organizational skills, and his ability to focus the efforts of the BoV. Mr. García requested a motion to conduct the annual elections. The motion was given, seconded, and passed by unanimous vote. Mr. García was then nominated and seconded for the chairmanship. BoV members voted by show of hands, and Mr. García was elected for a second term as BoV Chair. Dr. Jaquish was then nominated and seconded as the Vice Chair, and she was unanimously selected.

Chairman García declared the end of the meeting at 1535.

### **SUMMARY OF MOTIONS**

- The motion was made, seconded, and passed unanimously to accept the minutes of the USAFA BoV meeting held on 27-28 July 2007.
- The motion was made, seconded, and passed unanimously to accept the changes to bylaws.
- The motion was made, seconded, and passed unanimously to have all board members sign the letter to satellite providers requesting expanded coverage of Mountain West Conference and USAFA sporting events.
- The motion was made, seconded, and passed unanimously to conduct annual elections in accordance with the BoV bylaws.
- The motion was made, seconded, and passed unanimously to establish a subcommittee to assist with Congressional Nomination process; CW Sanchez was selected as the chair and Sen Bennett and Congressman Lamborn were named as two of its members.
- Mr. Charles García was nominated, seconded, and selected as the BoV Chair effective immediately.
- Dr. Gail Jaquish was nominated, seconded, and selected as the BoV Vice Chair effective immediately.

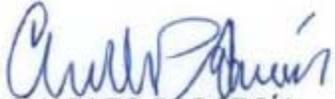
### **SUMMARY OF FOLLOW-ON ACTIONS**

- Make the USAFA Cadet Wing Diversity Plan available for review by the BoV.
- Review the Federal Nonprofit Status Concept at next meeting.
- Ms. Kudla will look into the unfunded budget request concerning the Diversity Report.
- Senator Allard requested background information on USAFA's cultural immersion programs.
- When ready, have Dr. Rokke present conclusions regarding the full integration of character and leadership development across the Academy.
- Review report on social and cultural challenges (white paper) facing the Academy.
- Present update on the Character and Leadership Assessment Tool at the next BoV.



PAUL A. PRICE, Col, USAF  
Executive Secretary

**APPROVED:**



CHARLES P. GARCÍA  
Chairman, USAFA Board of Visitors