

2025 Current Fiscal Year Report: Board of Visitors of the U.S. Air Force Academy

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1. Department or Agency

Department of Defense

2. Fiscal Year

2025

3. Committee or Subcommittee

Board of Visitors of the U.S. Air Force Academy

3b. GSA

Committee No.

398

4. Is this New During Fiscal Year?

No

5. Current Charter

11/08/2024 11/08/2026

6. Expected Renewal Date

7. Expected Term Date

8a. Was Terminated During Fiscal Year?

No

8b. Specific Termination Authority

10 U.S.C. § 9455
rescission

8c. Actual Term Date

9. Agency Recommendation for Next Fiscal Year

Continue

10a. Legislation Req to Terminate?

Not Applicable

10b. Legislation Pending?

Not Applicable

11. Establishment Authority

Statutory (Congress Created)

12. Specific Establishment Authority

10 U.S.C. § 9455

13. Effective Date

08/10/1956

14. Committee Type

Continuing

14c. Presidential?

No

15. Description of Committee

Non Scientific Program Advisory Board

16a. Total Number of Reports

No Reports for this Fiscal Year

17a. Open

0

17b. Closed

0

17c. Partially Closed

0

Other Activities

0

17d. Total

0

Meetings and Dates

No Meetings

	Current FY	Next FY
18a(1). Personnel Pmts to Non-Federal Members	\$0.00	\$0.00
18a(2). Personnel Pmts to Federal Members	\$0.00	\$0.00
18a(3). Personnel Pmts to Federal Staff	\$0.00	\$0.00
18a(4). Personnel Pmts to Non-Member Consultants	\$0.00	\$0.00
18b(1). Travel and Per Diem to Non-Federal Members	\$0.00	\$0.00
18b(2). Travel and Per Diem to Federal Members	\$0.00	\$0.00
18b(3). Travel and Per Diem to Federal Staff	\$0.00	\$0.00
18b(4). Travel and Per Diem to Non-member Consultants	\$0.00	\$0.00
18c. Administrative Costs (FRNs, contractor support, In-person/hybrid/virtual meetings)	\$0.00	\$0.00
18d. Other (all other funds not captured by any other cost category)	\$0.00	\$0.00
18e. Total Costs	\$0.00	\$0.00
19. Federal Staff Support Years (FTE)	0.00	0.00

20a. How does the Committee accomplish its purpose?

United States Air Force Academy (USAFA) Board of Visitors (BoV) business is primarily accomplished via visits to the Academy to observe training and receive updates on USAFA affairs but also may occur via meetings at other locations or virtually. The USAFA BoV makes recommendations directly to the USAFA

Superintendent in order to address complex issues necessary to improve the operation of the Academy. In addition, the semi-annual report of USAFA BoV findings and recommendations is submitted concurrently to the Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives.

20b. How does the Committee balance its membership?

The USAFA BoV membership is appointed by the President, the Speaker of the House of Representatives, and the Chairmen of the Senate Armed Services Committee and House Armed Services Committee. The USAFA BoV is composed of members of the Senate and House of Representatives and presidentially appointed U.S. citizens. It is bipartisan. Each BoV AFA member, based upon his or her own individual expertise, exercises his or her own judgment concerning matters before the BoV AFA, does not represent any particular point of view, and discusses and deliberates in a manner that is free from conflicts of interest. The USAFA BoV function is one of gathering information as to the Academy's programs, discipline, curriculum, morale, and facilities.

20c. How frequent and relevant are the Committee Meetings?

USAFA BoV meetings are typically held at least twice annually with one meeting being at the USAF Academy, as required per statute. USAFA BoV relevance has been demonstrated through numerous program changes effected by USAFA BoV recommendations. Examples include increased emphasis on airmanship and

developmental programs, the profession of arms, performance measurement and assessment practices, and increased support for infrastructure/facilities requirements. USAFA BoV members bring varied perspectives and valuable insights to the Academy by virtue of their stature as prominent Americans, and as civilian and military leaders of the nation.

20d. Why can't the advice or information this committee provides be obtained elsewhere?

Federal statute (10 U.S.C. § 9455) required the Secretary of Defense to establish the committee.

20e. Why is it necessary to close and/or partially closed committee meetings?

Meetings are not closed to the public unless the Department of Defense determines that items on the planned agenda meet the closed meeting provisions of 5 U.S.C. § 552b(c). Pursuant to DoD Policy, closed meetings can only be authorized by the DoD Sponsor, the Secretary of the Air Force or designee, and only after consultation with the Office of the Secretary of the Air Force General Counsel.

21. Remarks

The USAFA BoV met twice in FY25. New members were added as well as re-appointments rendered. The membership reflects current updates to 10 U.S.C. § 9455 and implements Presidentially mandated legislative proposal related to presidential appointees to the Board.

Designated Federal Officer

Raquel L Rimpola DFO

Committee Members	Start	End	Occupation	Member Designation
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Bacon, Don	09/27/2017		U.S. Congressman (R-NE-2)	Special Government Employee (SGE) Member
Baldwin, Tammy	03/22/2022		U.S. Senator (D-WI)	Special Government Employee (SGE) Member
Ben-Yehuda, Jenna	04/19/2022	02/10/2025	Executive Vice President: Atlantic Council	Special Government Employee (SGE) Member
Bigelow, Robert	04/23/2025	12/30/2025	Consultant	Special Government Employee (SGE) Member
Clark, Dan	04/23/2025	12/30/2027	Consultant	Special Government Employee (SGE) Member
Crank, Jeff	01/24/2025		U.S. Congressman (R-CO-05)	Special Government Employee (SGE) Member
Daines, Steve	07/19/2017		U.S. Senator (R-MT)	Special Government Employee (SGE) Member
Davis, Don	05/22/2023		U.S. Congressman (D-NC-1)	Special Government Employee (SGE) Member
Dunning, Maria	11/30/2021	02/10/2025	Consultant	Special Government Employee (SGE) Member
Fanning, Eric	01/14/2022	12/30/2024	President/CEO: AIA	Special Government Employee (SGE) Member
Hickenlooper, John	03/11/2022		U.S. Senator (D-CO)	Special Government Employee (SGE) Member
Hirono, Mazie	03/22/2017	02/12/2025	U.S. Senator (D-HI)	Special Government Employee (SGE) Member
Johnson, James	01/14/2022	02/10/2025	Retired Air Force General Officer	Special Government Employee (SGE) Member
Kirk, Charlie	04/23/2025	12/30/2027	Consultant	Special Government Employee (SGE) Member

Lamborn, Doug	11/18/2019	12/30/2024	U.S. Congressman (R-CO-5)	Special Government Employee (SGE) Member
Levy, Hila	04/19/2022	02/10/2025	White House Fellow (ADAF)	Regular Government Employee (RGE) Member
Nikolai, Doug	04/23/2025	12/30/2027	Consultant	Special Government Employee (SGE) Member
Pfluger, August	03/17/2023		U.S. Congressman (R-TX-11)	Special Government Employee (SGE) Member
Powell, Dina	04/23/2025	12/30/2025	Consultant	Special Government Employee (SGE) Member
Pulzone, Laura	04/19/2022	12/30/2024	Director, Institute for National Strategic Studies	Special Government Employee (SGE) Member
Spurlock, Wesley	01/14/2022	02/10/2025	Chief of Strategic Capital, AFWERX (ADAF)	Regular Government Employee (RGE) Member
Tuberville, Tommy	04/23/2025	12/30/2026	U.S. Congressman (R-AL)	Special Government Employee (SGE) Member
Vasquez, Gabe	03/13/2025		Congressman (D-NM-02)	Special Government Employee (SGE) Member
Wicker, Roger	01/03/2025		Congressman (R-MS)	Special Government Employee (SGE) Member

Number of Committee Members Listed: 24

Narrative Description

The USAFA BoV provides advice through the Secretary of the Air Force to the Secretary of Defense and the Committees on Armed Services for the House of Representatives and the Senate. The USAFA BoV's advisory role includes the morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the

Academy the USAFA BoV decides to consider.

What are the most significant program outcomes associated with this committee?

	Checked if Applies
Improvements to health or safety	<input checked="" type="checkbox"/>
Trust in government	<input checked="" type="checkbox"/>
Major policy changes	<input checked="" type="checkbox"/>
Advance in scientific research	<input type="checkbox"/>
Effective grant making	<input type="checkbox"/>
Improved service delivery	<input checked="" type="checkbox"/>
Increased customer satisfaction	<input checked="" type="checkbox"/>
Implementation of laws or regulatory requirements	<input type="checkbox"/>
Other	<input type="checkbox"/>

Outcome Comments

The USAFA BoV has embraced its role as an advisory structure and serves to ensure that all aspects of the Academy are reinvigorated, to include; Air and Space mindedness, curriculum, resources requirements, the admissions process, and increased cadet 4-class system. The USAFA BoV has been discussing all the areas identified and has been aggressively taking action to address them.

What are the cost savings associated with this committee?

	Checked if Applies
None	<input checked="" type="checkbox"/>
Unable to Determine	<input type="checkbox"/>
Under \$100,000	<input type="checkbox"/>
\$100,000 - \$500,000	<input type="checkbox"/>
\$500,001 - \$1,000,000	<input type="checkbox"/>
\$1,000,001 - \$5,000,000	<input type="checkbox"/>
\$5,000,001 - \$10,000,000	<input type="checkbox"/>
Over \$10,000,000	<input type="checkbox"/>
Cost Savings Other	<input type="checkbox"/>

Cost Savings Comments

The USAFA BoV was established to provide advice and recommendations on the

academic programs at USAFA to better improve the efficacy of operations at the Academy. Cost savings is not a primary objective for the USAFA BoV, instead, the focus is on enabling improved education for the both the Department of the Air Force and Department of Defense. Cost savings is difficult to identify and quantify in costs, however, more efficient and effective USAFA operations may realize cost avoidance or savings.

What is the approximate Number of recommendations produced by this committee for the life of the committee?

17

Number of Recommendations Comments

23 October 2024 Committee Meeting: Six action items were carried into the meeting, zero were closed and no new action items were opened. The recommendations were categorized into three criteria: Character, Climate, and Culture, Curriculum, and Resources.

a. Character, Climate, and Culture

1. Develop a comprehensive prevention strategy rooted in a social-ecological framework, focusing on both general and Academy-specific risk and protective factors, to more effectively address harmful behaviors at USAFA.
2. Identify knowledge gaps requiring institutional-level research, such as research supporting Academy-specific protective factors and risk factors like perpetrator characteristics and patterns of behavior.
3. Clearly defined roles, responsibilities, and accountability for leadership positions at all levels, including the cadet chain of command, permanent party, and HQ, are essential.
4. Optimize the content, dosage, and delivery of prevention and response training, ensuring it is customized to the cadet population. To enhance the effectiveness of prevention programs and interventions, interpersonal and self-directed violence prevention training for cadets should be more relevant, engaging, and tailored to their developmental stage and needs.
5. Implement community-level prevention strategies that address unique risk and protective factors, such as promoting healthy social norms and creating protective environments.
6. Continue to invest in character development initiatives for all four classes, including those led by the Center for Character and Leadership Development (e.g., the National Character and Leadership Symposium) and research-based cadet-led initiatives.
7. The Independent Review Commission Report on Sexual Assault in the Military (<https://bit.ly/3zeuans>) should be mandatory reading for cadets and permanent party personnel.

b. Curriculum

1. Continue to develop and adapt curriculum to reflect the “Warfighter to Win” priority and provide progress updates on how the Board can best support.
2. Continue to ensure the Wicked Problem Capstone Course encourages cadets to think critically about emerging threats and innovative counters to those threats.
3. Include cadets in efforts to craft solutions to defined problems aligned with the Let’s Be Clear initiative.
4. Establish training outcomes for all classes that ensure the

comprehensive and individualized professional development of cadets throughout their four-year USAFA experience. 5. Conduct an annual review of education and training outcomes for each class as well as the effectiveness of training modalities to ensure they are sufficient to achieve USAFA and DAF accession priorities. Resources 1. Conduct a comprehensive evaluation of USAFA's long-term resource requirements to include the policy and processes by which Academy programs, operations, and capital investments are established, prioritized and programmed in the Future Years Defense Program (FYDP). 2. Fully fund USAFA across the FYDP to ensure leaders at the Academy can build a proactive plan to address key initiatives. Waiting until the year of execution to pay "must pay" bills is a recipe for failure 3. The DAF ensure priority resourcing and support for prevention and response programs, including dedicated prevention personnel and research-backed interventions supporting the strategy to reduce and prevent harmful behaviors. 4. Continue to leverage recent graduates and partner with other service Academy admissions programs, Academy Liaison Officers, Congressional staff, and alumni to support recruitment efforts in districts with few to no applicants or nominations 5. In the upcoming year, the Board will continue to prioritize and support resourcing plans for USAFA's high-priority projects, leveraging public/private partnerships and other funding sources.

What is the approximate Percentage of these recommendations that have been or will be Fully implemented by the agency?

76%

% of Recommendations Fully Implemented Comments

USAFA BoV participation in these issues has been crucial to their subsequent adoption. The ability to fully assess a percentage implementation across the life of the committee remains challenging as some recommendations either crosscut to other areas (i.e. budget or appropriations) or have enduring aspects that may cross annual reporting.

What is the approximate Percentage of these recommendations that have been or will be Partially implemented by the agency?

12%

% of Recommendations Partially Implemented Comments

The USAFA BoV Chairman has refocused the committee's priorities in coordination with the SecAF, USAFA Superintendent, and USAFA BoV members. Recommendations will continue to be fully documented in the minutes and tracked to completion. The USAFA BoV Chairman regularly engages with the Secretary of the Air Force to discuss the Board's current priorities: 1) Character, Climate & Culture, 2) Curriculum, and 3)

Resources.

Does the agency provide the committee with feedback regarding actions taken to implement recommendations or advice offered?

Yes ☒ No ☐ Not Applicable ☐

Agency Feedback Comments

The Secretary of the Air Force supply feedback directly to the board. Additionally, close working relationship between the SAF/MR, DFO/Executive Secretary, USAFA, and the USAFA BoV Chairman facilitate rapid and regular feedback. Additionally, SAF/LL works tirelessly with the Congressional members of the USAFA BoV to ensure feedback is continual.

What other actions has the agency taken as a result of the committee's advice or recommendation?

Checked if Applies

Reorganized Priorities	<input checked="" type="checkbox"/>
Reallocated resources	<input checked="" type="checkbox"/>
Issued new regulation	<input checked="" type="checkbox"/>
Proposed legislation	<input checked="" type="checkbox"/>
Approved grants or other payments	<input type="checkbox"/>
Other	<input type="checkbox"/>

Action Comments

In all the areas identified, the USAFA BoV of Visitors remains in constant contact, is provided access for information gathering and sensing sessions, and worked with various experts across the spectrum to discuss and review viable courses of action and provide independent advice and recommendations on matters relating, but not limited to morale, discipline, social climate, curriculum, instruction, fiscal affairs, academic methods, and strategic communication to enhance USAFA programs. USAFA BoV action has influenced the inclusion of USAFA instructor copyright legislation into the draft FY25 National Defense Authorization Act. Moreover, the Board is advising the Academy on Character, Culture, & Climate, Curriculum, and Resources which have positively influenced Academy strategic priorities and measures of effectiveness.

Is the Committee engaged in the review of applications for grants?

No

Grant Review Comments

NA

How is access provided to the information for the Committee's documentation?

Checked if Applies

Contact DFO	<input checked="" type="checkbox"/>
Online Agency Web Site	<input checked="" type="checkbox"/>
Online Committee Web Site	<input checked="" type="checkbox"/>
Online GSA FACA Web Site	<input checked="" type="checkbox"/>
Publications	<input type="checkbox"/>
Other	<input type="checkbox"/>

Access Comments

N/A