

## 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
<b>18a(1). Personnel Pmts to Non-Federal Members</b>	\$0.00	\$0.00
<b>18a(2). Personnel Pmts to Federal Members</b>	\$0.00	\$0.00
<b>18a(3). Personnel Pmts to Federal Staff</b>	\$0.00	\$0.00
<b>18a(4). Personnel Pmts to Non-Member Consultants</b>	\$0.00	\$0.00
<b>18b(1). Travel and Per Diem to Non-Federal Members</b>	\$0.00	\$0.00
<b>18b(2). Travel and Per Diem to Federal Members</b>	\$0.00	\$0.00
<b>18b(3). Travel and Per Diem to Federal Staff</b>	\$0.00	\$0.00
<b>18b(4). Travel and Per Diem to Non-member Consultants</b>	\$0.00	\$0.00
<b>18c. Other(rents,user charges, graphics, printing, mail, etc.)</b>	\$0.00	\$0.00
<b>18d. Total</b>	\$0.00	\$0.00
<b>19. Federal Staff Support Years (FTE)</b>	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, Vice President/President pro tempore of the Senate, 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 prominent U.S. citizens, at least two of whom are graduates of the Academy. It is bipartisan. 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 one time in FY24. New members were added as well as re-appointments rendered. Current member appointment dates and detailed were reviewed and updated as necessary.

**Designated Federal Officer**

Anthony Ryan McDonald DFO

Committee Members	Start	End	Occupation	Member Designation
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
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		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
Lamborn, Doug	11/18/2019		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
Pfluger, August	03/17/2023		U.S. Congressman (R-TX-11)	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

**Number of Committee Members Listed: 15**

### 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; fiscal requirements, the admissions process, diversity, character assessment, the accreditation process, and increased cadet involvement in the Academy Training Program. The USAFA BoV has been discussing all the areas identified and has been aggressively taking action to address.

**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 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?**

46

### **Number of Recommendations Comments**

17 July 2024 Committee Meeting: Seven action items carried into the meeting, four were closed, three new action items were opened. 1. SAPR Budget & Resources (2018): Provide update on funding status. Status – Open: Short-term remedy programmed into FY24 budget; still working for long-term funding solution (not year to year). 2. EAAA (2020): Provide update on program. Status – Closed: EAAA was found to not impact prevalence of harmful behaviors and will not be provided in the future. 3. Space Education Center (2022): Provide updated on plans/funding for project. Status – Open: Design funds secured; 2807 Form required to move forward in design process (in coordination). 4. Military Professor Copyrights (2022): Provide status on securing copyrights by military professors. Status – Open: Language included in the House version of NDAA section 1750. 5. USAFA “Let’s be Clear” SAPR Campaign Plan (2023): Provide an update on the progress of the plan. Status – Closed (see Action Item # 8): Campaign Plan continues; Provide update on phases in progress and address measurements of effectiveness. Consolidated into new action item. 6. USAFA Strategic Plan (2023): Provide an update on the progress of the plan with respect to SAPR issues. Status – Closed (see Action Item # 8): Provide clarification of the measures of effectiveness for milestone tracking. Consolidated into new action item. Specifically highlight how USAFA’s comprehensive plan addresses ISDV Prevention and how it addresses ISDV Response. Include specific Risk and Protective Factors, interventions, implementation timelines, expected outcomes, actual performance, resource requirements. 7. Address the Gender Disparity in SAPR Training (2023): As EAAA is evaluated, discuss other programs that may be added to balance gender disparity in training hours. Status – Closed: Pending review of targeted training and EAAA report; provide a way forward with all targeted training. No disparity exists with ending of EAAA. 8. Update on Strategy for the Prevention of Harmful

Behaviors – 2024: Encapsulates Let's Be Clear/Climate Transformation Task Force efforts. Status – New: USAFA requires timely access to relevant survey data (even raw data) and the ability to ask other relevant DEOCS questions to create, implement and evaluate the most effective prevention strategy. 9. Update on USAFA's Progress in Response to SecAF's Direction for Reoptimization – 2024. Status – New: Specific focus on military education and academic curriculum. 10. Update on BOS-I-U – 2024: Establish BOS-I-U as new framework to improve AF's focus on USAFA's focus on most important issues of health and safety. Status – New: In the near term, issues include Sijan Hall, USAFA watershed, wildfire risk/mitigation.

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

77%

**% 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 problematic in that many recommendations either cross-cut 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?**

13%

**% 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 and/or the Chief of Staff of the Air Force (or their designees) attend every USAFA BoV meeting, and supply feedback directly to the board.



Additionally, close working relationship between the DFO/Executive Secretary 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



Publications



Other



**Access Comments**

N/A