# 2026 Current Fiscal Year Report: Board of Visitors of the U.S. Air Force Academy

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| 1. Department or Agency | 2. Fiscal Year |
|---|---|
| Department of Defense | 2026 |

| 3. Committee or Subcommittee | 3b. GSA Committee No. |
|---|---|
| Board of Visitors of the U.S. Air Force Academy | 398 |

| 4. Is this New During Fiscal Year? | 5. Current Charter | 6. Expected Renewal Date | 7. Expected Term Date |
|---|---|---|---|
| No | 11/08/2024 | 11/08/2026 | |

| 8a. Was Terminated During FiscalYear? | 8b. Specific Termination Authority | 8c. Actual Term Date |
|---|---|---|
| No | 10 United States Code (U.S.C.) § 9455 rescission | |

| 9. Agency Recommendation for Next FiscalYear | 10a. Legislation Req to Terminate? | 10b. Legislation Pending? |
|---|---|---|
| Continue | Not Applicable | Not Applicable |

**11. Establishment Authority** Statutory (Congress Created)

| 12. Specific Establishment Authority | 13. Effective Date | 14. Commitee Type | 14c. Presidential? |
|---|---|---|---|
| 10 U.S.C. § 9455 | 08/10/1956 | Continuing | No |

**15. Description of Committee** Non Scientific Program Advisory Board

**16a. Total Number of Reports** 2

| 16b. Report Date | Report Title |
|---|---|
| 01/13/2026 | 2025 July-December United States Air Force Academy Board of Visitors Semiannual Report |

January - July Semiannual Report

08/31/2026 United States Air Force Academy

Board of Visitors

**Number of Committee Reports Listed:** 2

**17a. Open** 2 **17b. Closed** 0 **17c. Partially Closed** 1 **Other Activities** 0 **17d. Total** 3

## Meetings and Dates

| Purpose | Start | End |
|---|---|---|
| In accordance with 10 U.S.C. 9455(e)(1), the BoV AFA provides independent advice and recommendations to the Secretary of Defense, through the Secretary of the Air Force, on matters relating to the U.S. Air Force Academy (USAFA), including morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the USAFA that the BoV AFA decides to consider. This is a 2025 Organizational Meeting of the BoV AFA. | 12/08/2025 | 12/08/2025 |
| In accordance with 10 U.S.C. 9455(e)(1), the BoV AFA provides independent advice and recommendations to the Secretary of Defense, through the Secretary of the Air Force, on matters relating to the U.S. Air Force Academy (USAFA), including morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the USAFA that the BoV AFA decides to consider. This is the 2026 Organizational Meeting of the BoV AFA. | 02/05/2026 | 02/05/2026 |

| | | |
|---|---|---|
| In accordance with 10 U.S.C. 9455(e)(1), the BoV AFA provides independent advice and recommendations to the Secretary of War, through the Secretary of the Air Force, on matters relating to the U.S. Air Force Academy (USAFA), including morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the USAFA that the BoV AFA decides to consider. This is a 2026 Organizational Meeting of the BoV AFA. The closed meeting from 1:00 p.m. to 1:20 p.m. ET on July 20, 2026, will consist of discussions of personnel actions that are pre-decisional in nature of which premature disclosure may significantly impact the implementation of a proposed action. For this reason, a portion of this meeting will be closed to the public, as the discussion of such information cannot be adequately segregated from other topics, which precludes opening the closed meeting to the public. The Principal Deputy Assistant Secretary of the Air Force for Manpower and Reserve Affairs, in consultation with the Office of General Counsel, has determined in writing that the meeting shall be partially closed to the public because the discussions during the closed meeting will be concerned with matters protected under section 552b(c)(9) of title 5, U.S.C. Authority:5 U.S.C. 552b. | 07/20/2026 - 07/20/2026 | |

**Number of Committee Meetings Listed:** 3

| | Current FY | Next FY |
|---|---|---|
| **18a(1). Personnel Pmts to Non-Federal Members** | $0.00 | $0.00 |
| **18a(2). Personnel Pmts to Federal Members** | $40,000.00 | $40,000.00 |
| **18a(3). Personnel Pmts to Federal Staff** | $371,183.16 | $371,183.16 |
| **18a(4). Personnel Pmts to Non-Member Consultants** | $0.00 | $0.00 |
| **18b(1). Travel and Per Diem to Non-Federal Members** | $11,073.30 | $15,600.00 |

| | | |
|---|---|---|
| **18b(2). Travel and Per Diem to Federal Members** | $64.50 | $13,200.00 |
| **18b(3). Travel and Per Diem to Federal Staff** | $7,793.47 | $13,200.00 |
| **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)** | $798.00 | $798.00 |
| **18d. Other (all other funds not captured by any other cost category)** | $0.00 | $0.00 |
| **18e. Total Costs** | $430,912.43 | $453,981.16 |
| **19. Federal Staff Support Years (FTE)** | 2.50 | 2.50 |

**20a. How does the Committee accomplish its purpose?**

The Board of Visitors of the United States Air Force Academy (BoV AFA) accomplishes its purpose primarily via public meetings, visits to the Academy (also known as the "USAFA") to access Academy grounds and the cadets, faculty, and staff, observations, consultation with the Superintendent, and review of information and briefings provided by USAFA and the Department consistent with applicable laws concerning disclosure of information. Their inquiries are focused on morale, discipline, social climate, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the BoV AFA decides to consider. The BoV AFA provides semiannual reports with their observations and

recommendations pertaining to USAFA to the Secretary of War 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 BoV AFA membership includes appointees by the President of the United States, the Speaker of the House of Representatives, the Majority and Minority Leaders of the Senate, and the Minority Leader of the House of Representative, as specified in 10 U.S.C. § 9455. It 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. New members were added as well as re-appointments rendered in Fiscal Year (FY) 2026. The membership reflects current updates to 10 U.S.C. § 9455 and implements presidentially mandated legislative proposal related to presidential appointees to the BoV AFA.

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

The BoV AFA meets annually at the Academy, and with the approval of the Secretary of the Air Force, the BoV AFA may have other visits to the Academy, or other locations deemed appropriate for the mission/scope of the BoV AFA. In FY 2026, the BoV AFA met three times using in-person, virtual, or hybrid formats. Under the leadership of the current Chair, the BoV AFA plans to meet four

times a year. BoV AFA committee meetings are relevant because briefings and activities are planned to inform their development of recommendations that have led to legislative proposals and Department and USAFA actions that benefit the Academy in preparing future officers. Example areas of focus for the BoV AFA include increased emphasis on airmanship and STEM developmental programs, review of athletic and discipline programs, artificial intelligence training opportunities, and increased support for infrastructure/facilities requirements. BoV AFA 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 War (DoW) determines that items on the planned agenda meet the closed meeting provisions of 5 U.S.C.§ 552b(c). Pursuant to DoW policy, closed or partially closed meetings can only be authorized by the DoW 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 BoV AFA met three times in FY 2026. 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 BoV AFA. The USAFA continuously updates the BoV AFA throughout the year regarding issues within its jurisdiction, so there is no gap in either overview or reporting.

### Designated Federal Officer

Raquel L. Rimpola DFO

| Committee Members | Start | End | Occupation | Member Designation |
|---|---|---|---|---|
| Bacon, Don | 09/27/2017 | 09/26/2028 | U.S. Congressman (R-NE-2) | Regular Government Employee (RGE) Member |
| Baldwin, Tammy | 03/22/2022 | 12/30/2025 | U.S. Senator (D-WI) | Regular Government Employee (RGE) Member |
| Bigelow, Robert | 04/23/2025 | 12/30/2025 | Consultant | Special Government Employee (SGE) Member |
| Budd, Ted | 12/17/2025 | 12/16/2028 | Senator (R-NC) | Regular Government Employee (RGE) Member |
| Clark, Dan | 04/23/2025 | 12/30/2027 | Consultant | Special Government Employee (SGE) Member |
| Coons, Christopher | 03/16/2026 | 03/15/2028 | Senator (D-DE) | Regular Government Employee (RGE) Member |
| Cramer, Kevin | 12/17/2025 | 12/16/2028 | Senator (R-ND) | Regular Government Employee (RGE) Member |
| Crank, Jeff | 01/24/2025 | 01/23/2028 | Congressman (R-CO-05) | Regular Government Employee (RGE) Member |
| Daines, Steve | 07/19/2017 | 01/31/2026 | U.S. Senator (R-MT) | Regular Government Employee (RGE) Member |
| Davis, Don | 05/22/2023 | 05/21/2028 | U.S. Congressman (D-NC-1) | Regular Government Employee (RGE) Member |

| | | | | |
|---|---|---|---|---|
| Hickenlooper, John | 03/11/2022 | 03/12/2028 | U.S. Senator (D-CO) | Regular Government Employee (RGE) Member |
| Hotaling, Jon | 05/11/2026 | 12/30/2028 | Consultant | Special Government Employee (SGE) Member |
| Kirk, Erika | 02/26/2026 | 12/30/2026 | Consultant | Special Government Employee (SGE) Member |
| Nikolai, Doug | 04/23/2025 | 12/30/2027 | Consultant | Special Government Employee (SGE) Member |
| Pfluger, August | 03/17/2023 | 03/16/2028 | U.S. Congressman (R-TX-11) | Regular Government Employee (RGE) Member |
| Powell, Dina | 04/23/2025 | 12/30/2028 | Consultant | Special Government Employee (SGE) Member |
| Rosen, Jacky | 03/16/2026 | 03/15/2028 | Senator (D-NV) | Regular Government Employee (RGE) Member |
| Rounds, Mike | 06/16/2026 | 06/15/2028 | Senator (R-SD) | Regular Government Employee (RGE) Member |
| Tuberville, Tommy | 04/23/2025 | 12/30/2026 | Senator (R-AL) | Regular Government Employee (RGE) Member |
| Vasquez, Gabe | 03/13/2025 | 03/12/2028 | Congressman (D-NM-02) | Regular Government Employee (RGE) Member |
| Wicker, Roger | 01/03/2025 | 01/02/2027 | Senator (R-MS) | Regular Government Employee (RGE) Member |

**Number of Committee Members Listed:** 21

### Narrative Description

The BoV AFA provides advice through the Secretary of the Air Force to the Secretary of War and the Committees on Armed Services for the House of Representatives and the Senate. The BoV AFA's advisory role includes the morale, discipline, social

climate, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy the BoV AFA decides to consider.

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

| | Checked if Applies |
|---|---|
| Improvements to health or safety | ✓ |
| Trust in government | ✓ |
| Major policy changes | ✓ |
| Advance in scientific research | |
| Effective grant making | |
| Improved service delivery | ✓ |
| Increased customer satisfaction | ✓ |
| Implementation of laws or regulatory requirements | |
| Other | |

**Outcome Comments**

The BoV AFA 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 BoV AFA 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 | ✓ |
| Unable to Determine | |
| Under $100,000 | |
| $100,000 - $500,000 | |
| $500,001 - $1,000,000 | |
| $1,000,001 - $5,000,000 | |
| $5,000,001 - $10,000,000 | |
| Over $10,000,000 | |
| Cost Savings Other | |

**Cost Savings Comments**
The BoV AFA 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 BoV AFA; instead, the focus is on enabling improved education for both the Department of the Air Force and DoW. 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?**
85

**Number of Recommendations Comments**
22 recommendations were submitted in FY 2026.

**What is the approximate Percentage of these recommendations that have been or will be Fully implemented by the agency?**
57%

**% of Recommendations Fully Implemented Comments**
The ability to fully assess a percentage implementation across the life of the committee remains challenging, as some recommendations either crosscut to other areas (e.g., budget or appropriations) or have enduring aspects that may cross annual reporting. One recommendation was implemented in FY 2026.

**What is the approximate Percentage of these recommendations that have been or will be Partially implemented by the agency?**
21%

**% of Recommendations Partially Implemented Comments**
The ability to fully assess a percentage implementation across the life of the committee remains challenging, as some recommendations either crosscut to other areas (e.g., budget or appropriations) or have enduring aspects that may cross annual reporting. For FY 2026, some of the recommendations related to infrastructure and end strength were reviewed at the Department fo the Air Force enterprise level.

**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 supplies feedback directly to the BoV AFA. Additionally, close working relationships between the Assistant Secretary of the Air Force for Manpower and Reserve Affairs, Designated Federal Officer/Executive Secretary, USAFA, and BoV AFA Chair facilitate rapid and regular feedback. Additionally, the Department of the Air Force Directorate of Legislative Liaison works with the Congressional members of the BoV AFA 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 | ☑ |
| Reallocated resources | ☑ |
| Issued new regulation | ☑ |
| Proposed legislation | ☑ |
| Approved grants or other payments | ☐ |
| Other | ☐ |

**Action Comments**

In all the areas identified, the BoV AFA remains in constant contact, is provided access for information gathering and sensing sessions, and works 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. BoV AFA action has influenced the inclusion of several proposals to the draft FY 2026 National Defense Authorization Act. Moreover, the BoV AFA is advising the Academy on character, culture, and 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**

N/A

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

| | Checked if Applies |
|---|---|
| Contact DFO | ☑ |
| Online Agency Web Site | ☑ |
| Online Committee Web Site | ☑ |
| Online GSA FACA Web Site | ☑ |
| Publications | ☐ |
| Other | ☐ |

**Access Comments**

N/A