



SERVICE

BEFORE SELF

2014 ANNUAL REPORT

THE UNITED STATES AIR FORCE ACADEMY
ENDOWMENT



CONTENTS

- 1** Board Chair and CEO Joint Letter
- 3** A Message From the Superintendent
- 4** Lessons in Servant Leadership
- 6** Rising to the Challenge
- 10** Ready to Relaunch
- 12** Year in Review: Looking Back
- 18** Sabre Society/Air Force Academy Fund
- 19** Giving Highlights
- 23** Board Roster



SERVICE



BEFORE SELF

To whom much is given, much will be required. Cadets understand this age-old biblical lesson from their first days at the Air Force Academy. They know they have been given the opportunity of a lifetime, an opportunity that over 12,000 applicants seek each year but only 10% realize. They also know that with this opportunity come exceedingly high expectations about their success. They know integrity in their actions is first and foremost and their measure of merit. They know they will make personal sacrifices for the betterment of the team and sometimes the nation. They know excellence is expected in every facet of their life. They know they will work harder than they ever have previously. They know they will make friendships that stand the tests of war and time.

The core values set a high standard, and there is no compromise. Cadets either live by these values, or they leave. The overwhelming majority of cadets embrace the core values, inculcating *Integrity First, Service Before Self, and Excellence in All We Do* into their very essence. They make the values their lifelong beacons and permanent guideposts.

Consider the second core value, *Service Before Self*.

Graduates define this value in their own words, but they all wind up with essentially the same explanation. To a graduate wearing the Air Force blues, *Service Before Self* may mean not bothering to unpack boxes or hang anything on the walls because you move every two to three years. Or it may mean spending months away from family while fighting on the front lines of war. Or it may mean putting the needs of your troops before your own. Or it may mean laying down your life to defend the freedoms our nation holds so dear. To a graduate who has traded in the Air Force blues for a suit, the sacrifices may not be so different. It may mean not bothering to unpack boxes or hang things on the wall because you still move every few years to climb a corporate ladder. You still spend time away from family to meet work obligations. You are not asked to put your life on the line, but you are still responsible for the employees who work with you and who have entrusted their professional growth and success to you. Whether you are wearing a blue suit or a gray suit, your work—and the sacrifices that are part and parcel of your service—must have purpose and meaning. You seek to be a part of an organization that is bigger than yourself.

SERVICE BEFORE SELF – OUR DEFINITIONS



Paul Madera '78

The concept of *Service Before Self* is familiar to every cadet and graduate of the Academy and, depending where we are in our careers, it has different meanings. For cadets, it is one of many slogans we learn, but aren't quite sure how it applies to us. All the while, the daily cadet experience is drilling into us the concepts of working as a unit to such a degree that it becomes second nature to think as a group member with a mission and goal. As we graduate and go out into the active Air Force, *Service Before Self* takes on a more concrete and substantive meaning—relating to subjugating our personal goals to the greater good as part of active duty flying units or other mission wings—and we have very specific taskings, all of which relate to mission goals and personnel management.

But as graduates nearing the end of our careers, *Service Before Self* means giving back to the institution that helped form our values, prepare us to contribute, and enable us to lead adventurous careers as Air Force officers or as civilian leaders. Service in the context of this hindsight means opportunity and privilege to assist the next generations of cadets and soon-to-be officers in receiving the finest training in character, leadership, athletics, and academics.



Gen. (Ret.)
Steve Lorenz '73

Like most graduates of our Academy, I have never forgotten the day I arrived at USAFA and took the Oath of Allegiance with my classmates. In that moment, I changed from being one who was defended by others to one who defended others. When you are seventeen, you do not really know the true significance and implication of that simple act of raising your right hand and repeating the words, “I (*state your name*), do solemnly swear, to support and defend the Constitution of the United States, against all enemies foreign and domestic; ...” As you are repeating these words that go back to the beginnings of our nation and have been repeated by thousands of graduates before you, you are making a personal commitment to serve something much bigger than yourself—our Constitution and all that piece of parchment represents. You really don't realize that making that commitment to defend the nation will affect you for the rest of your life, whether

you serve for a full career in the military or you get out after your initial commitment. The values you learn here at the Academy change your life forever. Starting from your first day at the Academy, you learn that serving others is now just part of who you are. As the years have gone by, I have reflected on what our great Academy has done for us all and how we all owe our school and those who come behind us. As one who owes this school so much, I realized that, as a debtor, I must try to serve others by giving back. All of us can give back through our time, treasure, and our talents. It is up to you how you want to pay back your own debt. I just know that one must give back to help the classes of today and the future, who want to become just like us and serve others of our great nation and Air Force.

SERVICE & PHILANTHROPY

Sir Winston Churchill is perhaps best known for his leadership during World War II and as Prime Minister of the United Kingdom. Among his many powerful and insightful statements, he made the following observation about the notion of service, “we make a living by what we get, but we make a life by what we give.” Well said. We at the USAFA Endowment believe there is a strong connection between service and philanthropy. With the benefit of time and experience, the lenses through which you view the Academy do indeed become rosier. Most graduates attribute their lifelong success to the lessons they learned and values they embraced at the Academy. And many graduates—a record number in 2014—elect to use philanthropy to demonstrate their gratitude to the Academy and give back to the place that changed their lives. These gifts are more than just a debt of gratitude. They are also an investment to ensure that today's and tomorrow's cadets are well prepared to carry forward our legacy of service.

As our board chair, Paul Madera '78, suggests, philanthropy is a vehicle through which to serve others. The USAFA Endowment is here to serve and support the Academy, its cadets, and its graduates. It is an honor and, as Gen. Lorenz likes to say, “a noble and righteous cause.”

What follows is a report on the impact of your philanthropy at the Academy in 2014. By all accounts, 2014 was another stellar year, and it would not be possible without your commitment and support. Thank you for the difference you make each and every day at this remarkable place. You are truly transforming lives.

A MESSAGE FROM THE SUPERINTENDENT



Thank you for the generous support you continue to provide to this great institution. The partnership we have with you is vital to ensuring that the Academy's programs, facilities and faculty remain the best in

the nation. You have chosen to invest in the lives of future leaders of the Air Force, our nation, and in our core values of *Integrity First, Service Before Self, and Excellence in All We Do*. The kind of commitment you have shown and continue to demonstrate makes our pathways to excellence possible.

One example of how your support has impacted USAFA is the Center for Character and Leadership Development, a state-of-the-art building that is being constructed between Harmon and Arnold Halls. It has a spectacular 105 foot glass skylight tower aligned to Polaris—the star symbolizing our true north since the Academy's inception. This facility will be the conduit to USAFA's in-reach and outreach to the Air Force and the Nation. It's changing our skyline and will take its rightful place alongside our iconic chapel. However, more importantly than the outward appearance is what takes place inside the building. Our objective is to make this an internal integration forum and, one day, the premier leadership and character development resource for not just the Air Force, but for the nation as well. The ribbon-cutting ceremony is being planned for fall 2015 and I can't wait to be part of that turning point moment; however, the skylight tower is just the beginning. Let this be a testament to how your support makes a great resource, such as this tower, possible.

On behalf of the Academy and our cadets, we are very grateful to you; your support is vital to accomplishing our mission.

LESSONS IN Servant Leadership



General Janet Wolfenbarger '80 meets with Academy cadets during a VECTOR and ACES session.

Character and leadership development is at the center of the mission of the Air Force Academy and is woven into every aspect of its fabric including academics, military training, and athletic participation. It is also at the

heart of its mandatory character and leadership education programs established and implemented through the Commandant's office. This foundational training begins with character and leadership classes conducted during Basic Cadet Training (BCT) and continues every year through a series of seminars designed to deliver intense and highly concentrated character and leadership training. Most importantly, these seminars create an opportunity for cadets to interact directly with graduates and other leaders in a mentoring environment like no other.

Each year, seminars are conducted and enhanced through private support. More than 900 volunteer mentors facilitate character and leadership lessons as they lead small groups of cadets in discussions on topics such as human dignity, moral and

physical courage, and ethical reasoning. This education plan is built on a four-year structure that is designed to complement the Officer Development System. The primary focus during the fourth-class year is personal understanding and moves towards interpersonal skill development during the third-class year. The focus shifts towards team development during the second-class year and culminates with an attention towards organizational improvement during a cadet's final year at the Academy. This structure is not just designed to teach character and leadership, but is designed to build the best possible servant leaders of character for the Air Force and our nation.

The Academy has established four Center for Character and Leadership Development seminars as graduation requirements, and as a part of the Academy Course of Instruction. These seminars include Vital Effective Character through Observation and Reflection (VECTOR) for fourth-class cadets, Respect and Responsibility (R&R) for third-class cadets, Leaders in Flight Today (LIFT)

for second-class cadets, and Academy Character Enrichment Seminar (ACES) for first-class cadets. Private funding plays a critical role in these seminars since they are designed to take cadets out of a typical classroom environment and provide a memorable teaching event.

Fourth-class cadets are required to attend VECTOR. This seminar, conducted with smaller groups of cadets throughout the year, provides a cadet the opportunity to interact directly with mentors in a small group setting to discuss topics such as integrity, priority setting, the establishment of personal life assessments, and the importance of individual reflection. It also challenges cadets to establish a personal life vision. Development of a strong personal foundation is the core outcome of VECTOR. Along with other materials, cadets are exposed to various leadership styles through popular movie clips and are then challenged to explore personal solutions to ethical dilemmas.

Conducted primarily at the Adventure Based Learning (ABL) Course, the R&R course is completed by third-class cadets. This day-long seminar is conducted outdoors at ABL in order to take the cadets out of their normal environment and immerse them in a series of activities, involving courage and physical risk. The primary focus of the seminar is to highlight topics such as trust, respect, accountability, and support. Specifically, it is designed to provide third-class cadets leadership skills as they transition into a supervisory role of fourth-class cadets.

Second-class cadets take part in LIFT, a small-group all-day seminar with a strong emphasis placed on servant leadership and teamwork. LIFT training includes a personality assessment that is designed to help cadets understand their personality traits and how to best interact with other team members who have a diversity of such traits. Team-building exercises are also incorporated to improve effective communication and interpersonal skills, model positive motivation, and promote servant leadership through personal accountability.

A cadet's character and leadership development seminar journey culminates with ACES. This off-site, all day seminar is specifically designed to engage cadets with mentors, retired officers,

non-commissioned officers and guest lecturers in discussions about the character and ethical demands placed on Air Force officers. Attendees are exposed to a series of discussions centering on ethical dilemmas they may face as a first-class cadet leader and in their military careers. There is a special emphasis placed on the critical role that first-class cadets play in teaching and developing character traits in other cadets, and an emphasis on how servant leaders shape the Air Force, the community, and the world.

Private funding plays an important role in this process by providing the resources needed to take these learning experiences out of a traditional classroom setting and into a seminar format, where cadets are encouraged to interact with outside mentors and fellow cadets in a unique environment. Private funds are used for guest speakers, books, mementos, food and facility support. For many, cadets these seminars provide a memorable and lasting lesson in servant leadership.



Distinguished Graduate, Lieutenant General (Ret.) Marcus A. Anderson '61, has made a special investment in the character and leadership development of cadets by providing support

to establish two separate endowments for both the Vital Effective Character Through Observation and Reflection (VECTOR) and the Respect & Responsibility (R&R) programs. General Anderson served as the Commandant of Cadets at the Air Force Academy from 1984-1986, where he was instrumental in upgrading cadet facilities, expanding the airmanship programs and improving the pride and morale of the cadet wing following the spring 1984 honor scandal. General Anderson is an advocate for character and leadership education.

"Giving back to the Academy is a privilege. The Academy provided the solid foundation of character and integrity that carried me through my active duty career and beyond."

— Lieutenant General (Ret.)
Marcus A. Anderson

RISING TO THE Challenge

THE USAFA ENDOWMENT'S ACADEMIC STEWARDSHIP COMMITTEE CREATES
A CHALLENGE TO INCREASE THE MARGIN OF EXCELLENCE.

We often hear the term “margin of excellence,” but what exactly is the norm and what do we do to widen the margin to move towards excellence? Is it enough to strive for adequacy and hope to achieve distinction? When talking about the United States Air Force Academy and its cadets, the answer is a resounding no. Being adequate and maintaining the status quo is not good enough; we have to look at how to move from good to great, to extraordinary. Although the government provides the Academy with its basic level of funding, the Academy requires sustained private support to attract the best minds and provide an exceptional education. Charitable contributions are not intended to replace the government’s efforts, but are used to augment and improve the cadet experience. So how do you foster private support? The Academic Priorities Committee found a way to rise to the challenge.

Recognizing the need to address pressing fundraising priorities for each mission element, the USAFA Endowment’s Board of Directors created five stewardship committees whose charters are to focus on academics, character and leadership, corporate giving, parents, and planned giving fundraising initiatives. Specifically, the Academic Stewardship Committee, led by Paul Kaminski ’64 and John Fox ’63, maintains a close relationship with the Dean and the academic staff to enrich and expand the academic programs at the Academy. Kaminski believes that “In order to accomplish the vision of the committee, we need to do four things: first we need to continue to attract the best and the brightest; provide them with an education built on a solid core foundation; offer each cadet the opportunity to expand the depth and breadth of the core; and lastly provide the opportunity to gain some experience in pragmatic application of that

education.”

It is also Fox’s belief that “With the profession of arms rapidly changing, new thinking is required and there is potential to engage cadets in new and exciting ways.”

“The Dean has a number of items on his priority list for doing just that,” Fox notes. “To me, it is incredibly important that we fund those initiatives.” Armed with these opinions and convictions to further improve on the Academy’s ability to build well-rounded, exceptional leaders of character, Kaminski and Fox met with the Dean of the Faculty, Brig. Gen. Andrew Armacost, throughout the spring and summer of 2014 to gain a sense of the funding needs for academics, the funding sources available, and where the funding gaps were.

MAKING THE CASE

During the USAFA Endowment’s October 2014 board meeting, Dean Armacost presented a list of key academic areas in need of additional funding. At the top of his funding list were cadet capstone competitions and cadet academic competitions. Capstone projects and academic competitions are a strategic priority of the Dean and play a pivotal role in promoting the Air Force Academy both nationally and internationally as a premier academic institution. Cadets compete in various capstone projects and conferences, including the Service Academy Challenge, the Clara Barton International Humanitarian Law Competition, National Security and Innovation Competition, Service Academy Student Mathematics Conference, Boeing’s Advance Concept Energy Supply 2040 competition, Colorado State University’s “Blue Ocean” Innovation competition and the Flightline of the Future competition. The Academy also has multiple academic competitive teams, including Forensics,



Members of the 2014 capstone project team, C1C Max Johnson and C1C Kyle Morse, repack an airdrop practice model.



CADET COMPETITION HIGHLIGHTS

1. The USAFA Forensics team competed against international schools in the Forensics Classic. **2.** Air Force cadets took 2nd place in the 2014 NSA cyber exercise. **3.** The Academy's Soaring Racing Team won the 2014 National Sailplane Racing Competition.

Cyber Warfare, and Mock Trial, which help to bolster critical, conceptual thinking and problem solving skills. Through capstone projects and academic competitions, cadets can have demanding but stimulating educational experiences, all backed by a strengthened motivation to learn.

“By engaging with real-world professionals, using cutting edge technology in the classroom, and then applying those skills to compete, cadets are motivated to reach the next level beyond a mere academic experience,” says Armacost. “These events bring the academic material to life.”

THE CHALLENGE

Compelled by the presentation given by the Dean, the USAFA Endowment's Academic Stewardship Committee decided to put forth a unique challenge that would not only obtain financial support from private donors, but would also show their support of and belief in the value of the USAFA education. The goal was simple: to raise at least \$160,000 in two weeks. But, what set this challenge apart and made it the first of its kind in the Academy's history, is that the committee agreed to match donations dollar-for-dollar, up to \$160,000, of those who were willing to make a charitable contribution to cadet capstone competitions and cadet academic competitions. Email blasts and social media posts kicked off the challenge. As a reminder of the importance of giving, the USAFA Endowment posted daily on social media highlighting specific competitions that

would benefit from the monies raised during this challenge. Overwhelming enthusiasm throughout the donor community for the Academic Priorities Challenge translated into tremendous financial support. Graduates and friends contributed to the challenge raising over \$471,000 with many of them making unrestricted contributions to provide the greatest flexibility to the Dean, while others took the opportunity to designate their gift to a department of their choice.

“The needs of the academic enterprise remain constant,” says President and CEO, Gen. (Ret.) Steve Lorenz '73. “The challenge created awareness that graduates and the broader USAFA community can have a direct impact on the cadet learning experience, ultimately preparing them for post-USAFA assignments.”

IMPACT OF PRIVATE FUNDING

Perhaps one of the best examples of preparation for post-USAFA assignments is the Field Engineering and Readiness Laboratory (FERL). FERL is a capstone class for civil engineering majors. In its commitment to graduating Air Force officers with the leadership skills, motivation, and technical competence to be future leaders in the Air Force, the U.S. Air Force Academy's Department of Civil and Environmental Engineering (DFCE) implemented a systems approach to learning that bridges the gap between theory and practice; a concept that has evolved into the “construct first, design later”



CADET CAPSTONE HIGHLIGHTS

1. A cadet capstone research project helped improve both drug test sensitivity and sample processing times for synthetic cannabinoids.
2. Cadets built a solar and wind-powered all-terrain trailer (SWATT), which hooks up to a cadet-built electric dune buggy and can provide a full charge of energy to the vehicle and to other appliances.
3. A team of senior engineering mechanic cadets built a Formula race car from scratch.

approach to engineering education.

Now in its twenty-second year of implementation, the FERL concept owes its success to the contributions of active-duty, Guard, Reserve and civilian personnel who serve as mentors for the cadets. Mentors provide functional expertise in their specialties and serve as role models in an advisory capacity. During FERL, mentors work alongside cadets on activities such as concrete placement, roadway construction, surveying, heavy equipment operations, power production, welding, and wood frame construction. These tasks and more are selected to provide cadets with broad exposure to the civil engineering career field.

By being exposed to actual hands-on experiences in surveying, construction methods, and construction materials at the FERL, the “construct first, design later” approach provides students with a solid foundation for learning scientific theory and engineering design principles in more advanced courses of the civil and environmental engineering curriculum.

Industry partnerships are also another example of how non-government funding can impact the advancement of the Academy. Boeing has been a generous sponsor of two energy-related projects for the last two years. Dr. John Ciezki, professor in the Department of Electrical and Computing Engineering, notes, “The Boeing capstone has been invaluable to providing our cadets with an

opportunity to attend a relevant forward operating base conference, acquire software and training in the design of micro-grids, and purchase hardware components to assemble and test a technology demonstrator. All of those facets go to making the cadets better critical thinkers and better officers. The faculty greatly appreciates the donations as they provide opportunities that might not otherwise be possible in tight fiscal times.”

PREPARING FOR THE FUTURE

The success of the Academic Priorities Challenge helped to validate the importance of the Academy’s capstone and academic competitions. It is irrefutable that private dollars are transformative to key strategic initiatives and programs. In turn, these initiatives and programs play an integral role in distinguishing the Academy as the definitive institution for higher learning and leadership and character development. The Academic Stewardship Committee plans to work annually to meet academic funding gaps in hopes of being able to continue to raise the profile of the Academy and enrich the cadet experience. The committee recognizes that the magnitude of its initiatives may be hard to replicate year after year; but, with careful planning and a galvanized USAFA community of graduates and friends, the committee feels confident it will meet the challenge.

READY TO Relaunch



Since 2004, the Air Force Academy has gone without the valuable academic tools and community outreach opportunities offered by the USAFA Planetarium. With the help of generous donations from interested graduates, STEM (science, technology, engineering, and mathematics) partners, and educational organizations, USAFA hopes to celebrate the rejuvenation and reopening of its planetarium in 2017. Modern planetariums have a far broader utility than simple star-gazing, and the plan for USAFA's Planetarium, much like our cadets, is both positive and ambitious.

In 2012-2013, a Planetarium Task Force, chaired by General James P. McCarthy, USAF, Retired, conducted a feasibility study to determine the value and challenges presented by refurbishing the planetarium. The Task Force determined that a renewed USAFA Planetarium "has the potential to reach more than 100,000 cadets, school students, and visitors in just five years of operation." With the advantages of modern technology, planetariums serve far more than astronomical purposes. The

Task Force noted that USAFA academics and research, STEM education and outreach, cadet leadership experiences, public and community relations, and USAFA visitors all will benefit significantly from the planetarium.

With the combined use of modern, live and pre-produced planetarium programs, several academic departments will have the capacity to offer an enriched learning environment with the use of the planetarium's unique visual tools. In addition to the expected disciplines of astronomy and astrophysics, modern planetariums now have access to content that illustrates concepts across a much wider array of disciplines, such as biology, chemistry, history, and geology. Imagine the impact on students of being able to take a visual tour through life forms invisible to the naked eye via a "nanocam," as seen through an electron microscope!

A refurbished planetarium will have an unmistakable positive effect on youth education. Prior to its closure in 2004, the planetarium saw over 15,000 school student visitors each year from



“Reinvesting in the planetarium will serve the Air Force Community and visitors to the Academy as well as local students. The utilization of new technology will allow faculty to present space and science programs in new ways and inspire cadets in their academic, club, and career selections.”

— John Martinson '70

around the state. Currently, the closest planetarium of comparable size is housed in the Denver Museum of Nature and Science. Many Colorado schools are unable to take on the cost and time burden of traveling to that planetarium and have had to go without for over ten years. USAFA now stands at the threshold of being able to positively encourage thousands of young scholars to become future STEM leaders as well as expand its impact in both national and regional STEM education. Thousands of K-12 students can be inspired with a lifelong love of learning about science, technology, and the universe that surrounds them.

One of the most compelling forces of a planetarium renovation is its diverse impact on the local community and USAFA visitors. Prior to its closure, over 10,000 visitors from around the world attended programs at the planetarium. With enhanced technology, the renovated space will provide a significant draw for public outreach events. The ample exhibit space provided in the foyer of the building can enhance public education about the benefits of satellite operations, the Air Force's role, and current,

relevant STEM research undertaken at USAFA. The planetarium will again be host to guest speakers such as astronauts, revered STEM scholars, space mission personnel and others, as well as provide a venue for local astronomy clubs, professional organizations, and popular public planetarium shows such as those that feature aspects in the local nighttime sky. The planetarium will play a significant role in maintaining a positive impact and connection to visitors and the local community.

As the planetarium lay dormant, technological advancements have raced steadily forward, as have modern building processes. Taking these things into account and ensuring that the planetarium is properly protected as a key feature of the U.S. Air Force Academy National Historic Landmark District, renovations are estimated to cost \$4 million. Distinguished Graduate and Air Force Academy Endowment Founding Director John Martinson '70 has generously seeded this endeavor with a significant gift. We now hope to encourage others to join his efforts and see the project through to its successful completion and grand re-opening in July 2017.



2014
LOOKING BACK

JANUARY

THE WINGS OF BLUE took home 33 medals at the National Collegiate Parachute Competition, in Lake Wells, Florida.

Earning nine gold, 16 silver, and eight bronze medals, the team received the highest point total at the competition, making it the collegiate champion for the 34th time in the past 45 years.

Cadet 1st Class Joseph Euhus earned a gold medal in sport accuracy (masters class) and the collegiate tournament's Outstanding Competitor Award. This was the second year in a row a cadet has won this award.

Euhus was part of the skydivers' record-setting four-way Eufouria team that won gold in the open or highest division. Other members of the team are Cadets 1st Class David Moore, Aaron Sporrer, and Derek Dymenek.

Private funding contributed to the success of the Wings of Blue program. In 2014, the Wings of Blue performed 23 nation-wide demonstrations.

SIXTEEN CADETS were recognized by the Dean of the Faculty for their academic prowess during the fall 2013 semester at a dinner at the Academy's Heritage House.

The Dean's Aces Dinner is held once a semester to recognize cadets who achieved a perfect 4.0 GPA in their academic and physical education courses.

Of the 3,922-member Cadet Wing, only 0.4 percent earned a 4.0 GPA during the past semester.

FEBRUARY



THE NATIONAL CHARACTER AND LEADERSHIP SYMPOSIUM (NCLS)

was held at the Academy on February 27. The 21st annual NCLS theme was Character Overcoming Conflict: Individual Stories, Global Impact.

NCLS is one of the nation's premier symposia in the field of character and

leadership development. Held annually and privately supported, it brings together distinguished scholars, military leaders, corporate executives, world-class athletes, and others to explore a character-related theme.

NCLS brought General (Ret.) Norton "Norty" Schwartz '73 to speak with cadets. Schwartz retired as the Chief of Staff of the Air Force (CSAF) in 2012, after serving over 39 years in the Air Force. A graduate of the U.S. Air Force Academy, Schwartz began his service as a pilot with the airlift out of Vietnam in 1975, and was the first CSAF who piloted special operations transport planes and helicopters as a primary discipline. He helped lead a joint special operations task force during the Gulf War in 1991 and later served as the strategic planner for the Air Force, the second-in-command of the U.S. Special Operations Command and the senior operations officer for the U.S. Armed Forces.

MARCH



THE TOP CADET in the Academy's Aeronautics Department was recognized in Washington, DC for being among the best aerospace graduates in the country.

Cadet 1st Class Christopher Shannon received the 2014 Tomorrow's Leaders Award during the 57th Annual Laureates Awards March 6 at the National Building Museum in Washington, D.C., for his outstanding leadership and NASA research.

Shannon held a 3.98 grade point average and was in the top 1 percent of the 2014 graduating class.

"I was extremely honored to have been selected to receive such a prestigious award," he said. "I feel extremely blessed to have been given so many opportunities to excel, and I'm glad I was able to represent the Academy well at this event."

Shannon was one of four service academy cadets selected for the award by Aviation Week, the largest multimedia information and services provider for the global aviation, aerospace and defense industries. Recipients were honored for their accomplishments in aviation, aerospace and defense.

APRIL



THE AIR FORCE ACADEMY'S 60TH ANNIVERSARY

was a yearlong celebration that commemorated historic milestones and highlighted the legacy of achievements in the Academy's history. Lt. Col. Steven Simon '77, a U.S. Air Force Academy graduate and donor liaison, researched historical documents and identified dates and events that told the story of the Academy.

MAY



AN AIR FORCE ACADEMY RESEARCH TEAM bested the U.S. Military Academy and the U.S. Naval Academy in the first competition to design the most innovative project to address warfighter challenges. The Defense Advanced Research Projects Agency (DARPA) sponsored the semester-long research-driven competition. The projects ranged from the development of unmanned aerial systems to serve as wingmen for the F-22 Raptors, to miniaturized swarms of unmanned aerial vehicle systems that performed reconnaissance and intelligence missions. Academy cadets also presented research on a patent-pending “global strike” engine creating long endurance and supersonic dash by combining elements of a propeller engine with those of a jet engine. The third team presented research covering advance intelligence and reconnaissance networks. The experience gave cadets a greater appreciation for the senior technicians at the Academy.



THE WINGS OF BLUE PARACHUTE TEAM celebrated its golden anniversary on May 16 with an open house at the 98th Flying Training Squadron, a “Blue Suit” ceremony to induct new members, and a banquet attended by alumni and senior leaders.

There were five members of the original Wings of Blue—four from the Class of '64 and one from '65. Two members, retired Col. Stu McCurdy '64 and retired Lt. Gen. Jay Kelley '64, attended the events along with about 750 others.

Over the years, the program changed from an intercollegiate club to an official demonstration team that now conducts more than 22,000 cadet training jumps a year and awards 700 jump wings to cadets who pass through

the Academy's Airmanship 490 Program. Private funding provides support to the program. Cadets selected to be on Wings of Blue perform demonstrations, compete in national championships and instruct other cadets how to conquer their fears and parachute out of a plane at 11,000 feet.

ACADEMY CADETS, SENIOR LEADERS, AND LOCAL VETERANS gathered to pay respect to 647 flags that needed to be retired from service during the Academy's first flag retirement ceremony May 22 on the Terrazzo.

The Cadet Honor Guard saluted and properly disposed of old, tattered flags donated by the American Legion, Colorado Springs and USAFA communities in a dignified ceremony.

The retired collection included 20 Colorado flags, three Navy flags, six POW/MIA flags and one 13-Star Colonial American flag.

During the event, honor guard members raised and lowered a worn out 50-Star American flag, reciting the Pledge of Allegiance and properly folding it before burning it in a pit.



A TOTAL OF 995 CADETS GRADUATED from the Air Force Academy following a commencement address by Vice President, Joseph R. Biden. During his speech, Biden mentioned two areas where the Air Force has shone especially bright, its search-and-rescue and aeromedical evacuation missions. “I’ve marveled at what you, the Air Force, has done in that golden hour, how you’ve changed the face of the battlefield, saving thousands of warriors in those hours,” he said. Secretary of the Air Force, Deborah Lee James, said she and Chief of Staff, Gen. Mark Welsh III, shared the nation’s pride in the Class of 2014.

JUNE

THE CLASS OF 1959 celebrated their 55th reunion. Academy graduates traded handshakes, hugs and stories about their shared Academy experience during the Class of '59 reunion June 16 - 20.

During this Reunion Week, scheduled every five years, the group of about 80 graduates visited cadets, attended a wing briefing, toured the Academy, and paid their respects to their deceased classmates and training officers at the Cadet Chapel.

ALL ACADEMY CHALLENGE

COL. GERALD P. SZYBIST was appointed as the 17th Academy Preparatory School commander after a change-of-command ceremony on June 30.

Academy Superintendent Lt. Gen. Michelle D. Johnson passed the Prep School Guidon to Szybist to direct the one-year academic, military, athletic and character development program for the next two years.

Szybist comes to the Academy from the Pentagon, where he served as Force Protection and Operations Division Chief.

JULY



BRIG. GEN. STEPHEN WILLIAMS, a 1989 Air Force Academy graduate and F-16 Fighting Falcon pilot with more than 2,800 flying hours, assumed command of the Air Force Academy's Cadet Wing as the new commandant.

Williams comes to the Academy from Misawa Air Base, Japan, where he commanded the 35th Fighter Wing, an organization with more than 3,000 personnel and assets totaling more than \$2 billion. His previous assignments include a year as vice commander of the 8th Fighter Wing at Kunsan AB, South Korea from 2011 to 2012, and commander of the 13th Fighter Squadron at Misawa AB from 2006 to 2008.

The squadron deployed to Balad AB, Iraq, during that period, becoming the 13th Expeditionary Fighter Squadron.

One mission during the deployment would later lead to Williams receiving the 2007 Clarence H. Mackay Trophy for the most meritorious flight of the year.

Williams' major awards and decorations include a Defense Superior Service Medal, a Legion of Merit, a Bronze Star, five Meritorious Service Medals, three Air Medals, two Aerial Achievement Medals, a Joint Service Commendation Medal and two Air Force Commendation Medals. He holds a Master of Science in aerospace technology from Embry-Riddle University in Daytona Beach, Fla., and a bachelor's degree in engineering mechanics from the Air Force Academy.

His military education includes Air War College by correspondence and Army Command and General Staff College in Fort Leavenworth, Kansas.

THE INAUGURAL ALL ACADEMY CHALLENGE, a 10-day fundraising challenge between four teams — the Air Force Academy, the Coast Guard Academy, the Military Academy, and the Naval Academy — began on July 1.

The goal: To garner the greatest number of alumni making gifts in honor of their respective service academy's incoming class. The rules of engagement were simple — gifts of \$5 or more made by graduates during the challenge were counted. Graduates could choose to support any fund.

Naturally, the competition was fierce. Air Force Academy graduates can be proud that they stepped up and set the pace for the first eight days of the competition. When the final results were tallied, the winner of the first-ever All Academy Challenge was the Military Academy, with more than 2,000 participants. The Air Force Academy came in a strong second, with more than 1,600 graduates who contributed a total of \$242,000 to their alma mater.

AUGUST



THE COMPUTER AND NETWORK SECURITY MAJOR was introduced as a new program at the Academy. Even as the Air Force Academy has reduced the number of majors it offers this year, it has instituted one new program aimed at helping the Air Force fly, fight and win in cyberspace.

The computer and network security major touches on topics designed to help cadets understand what the cyberspace domain is and how the Air Force will establish cyberspace superiority in future conflicts, said Dr. Martin Carlisle, the Computer Science Department head for the 2014-2015 academic year.

THE DIVERSITY FELLOWS PROGRAM had a major impact on eight cadet participants. The purpose of the Diversity Fellows Program is to create allies in pursuit of diversity, cultural learning, mutual respect, and to help start a conversation within the cadet wing and across the Academy via public forum.

The Diversity Fellows Program was made possible by private support and managed this year by the Academy's Culture, Climate and Diversity office. "It is precisely designed to enhance cadets' educational experience and develop their comprehension of cultural differences to help them solve interpersonal conflicts, build relationships and improve their collaborations with others of varying world views," said Dr. Jackie Wilks, a CCD analyst.

SEPTEMBER



THE AIR FORCE ACADEMY RANKED HIGH among the nation's top universities in engineering and liberal arts courses, according to the 2015 Best Colleges Ranking report released by *U.S. News & World Report*.

Specifically, the Academy has the nation's fifth-best undergraduate engineering program, and its second-best aerospace, aeronautical and astronautical program, a position it maintains for the 14th consecutive year. The Academy has the nation's second-best computer engineering program, its third-best electrical engineering program, and its sixth-best mechanical engineering program.

THE FALCON HERITAGE FORUM was held at the Academy on September 17. In recognition of 60 years of excellence, the forum honored veterans from the graduate community and linked them with cadets to strengthen their appreciation for Air Force Heritage and drive actions towards becoming a leader of character. This privately supported forum is a semi-annual event held by the Center for Character and Leadership Development.

CHIEF MASTER SGT. SHIRLEY M. JONES became the new command chief for the U.S. Air Force Academy 10th Air Base Wing in September.

In her 25-year career, she has held four Air Force specialties: supply, equal opportunity, group superintendent and command chief.

OCTOBER

THE ACADEMY FLYING TEAM won a top-level national flying competition for the 28th year in a row, scoring first in overall school rankings, school flight events, and school ground events.

Once the dust settled on the flightline, the Academy took home 870 points at the National Intercollegiate Flying Association Regional Safety and Flight Evaluation Conference. Metro State University Denver placed a distant second with 471 points.

The team also received the Sportsmanship Award, as voted by the other competing schools, and Cadet 1st Class Dillon Garvin took home the Top Pilot Award.

NOVEMBER



THE COMMANDER IN CHIEF'S TROPHY returned to the Air Force Academy for the nineteenth time, when the Air Force defeated Army 23-6 on November 1. The trophy represents the institutional pride shared by Academy cadets and staff. It is awarded to each season's winner of the American college football triangular series among the service academies.

SECRETARY OF THE AIR FORCE Deborah Lee James presented the Nuclear Deterrence Operations Service Medal for the first time to 25 Airmen during Air Force Global Strike Command's 2014 Global Strike Challenge, held in Bossier City, Louisiana on November 5. This medal is awarded in recognition of the special trust and responsibility placed upon AFGSC Airmen as they perform nuclear deterrence operations, providing safe, secure and effective deterrence for our nation, with the most powerful weapons in our nation's arsenal.





INTERNATIONAL EDUCATION PROGRAMS not only allow Academy cadets to study different languages and cultures in different pockets of the world, but also allow them to cultivate foreign relationships that track back 45 years.

Through the Office of International Programs (DFIP) in the Academy's foreign languages department, cadets can apply to participate in foreign academy visits, language and cultural immersions, and semester exchange and abroad opportunities. With the assistance of private support, cadets are able to take their education from the classroom to the field.

In the fall semester, 28 Academy cadets studied at foreign academies and universities while 21 international cadets studied at the Academy through the semester exchange program. The newest exchange, codified last year, allows Academy cadets to study in Singapore. Other exchanges include Germany, Chile, Japan, Spain, and Canada.

In 2014, the Academy hosted International Week, with 77 cadets from 27 different countries in attendance.



THE AIR FORCE ACADEMY'S CLINICAL INVESTIGATION PROGRAM TEAM (CIP), along with teams from six other medical centers around the Air Force, was named a recipient of the Society of Federal Health Professionals' training and education award in November. The research opportunities help cadets compete for medical school appointments.

Another key accomplishment for the Academy's CIP was to have research published in the *Journal of Military Medicine*.

DECEMBER

#GIVING TUESDAY

IN JUST ONE DAY, more than 200 donors gave over \$45,000 online to the Air Force Academy!

#GivingTuesday is a national online charitable campaign that promotes philanthropic giving at the start of the annual holiday season.

Thanks to an overwhelming response from the USAFA community, #GivingTuesday 2014, was the most successful online giving day in the history of the Academy!

THREE CADETS took part in a first-of-its-kind Air Force ROTC exchange program. Cadet 2nd Class Ben Goirigolzarri, Caitlon Faimon and Matt Sprague attended Arizona State University in Tempe, the University of Texas-San Antonio and the University of South Florida in Tampa, respectively. The purpose of the program is for ROTC cadets to meet with cadets who came to the Air Force Academy with ROTC experience and discuss what they could expect when they arrive at the Academy.

The ROTC exchange program is a product of the Academy's Pathways to Excellence initiative, which looks at methods to improve the Academy's officer development experience and develop programs in line with the essence of the Academy.



THE FALCONS DEFEATED THE BRONCOS to win the Potato Bowl title. A dominant running game and strong linebacker play carried the Air Force Academy to a 38-24 victory over Western Michigan in the rain-soaked Famous Idaho Potato Bowl Dec. 20.

Four quarters of steady rain made for a wet and saturated field, turning the blue artificial turf into a gigantic water slide. Wet footballs made ball handling tricky, accounting for four fumbles and a stifled passing game for both teams.

The win finished the 2014 Falcon football season at 10-3, which is the most wins in the Calhoun era, 2007 to present.

AIR FORCE ACADEMY FUND AND SABRE SOCIETY

Creating Leaders of Character for the Air Force and the Nation



5,438 Donors
1,235 Sabre Society donors
948 New donors
\$2.82 Million raised

GIFTS TO THE AIR FORCE ACADEMY FUND HELP SUPPORT

ACADEMY PROGRAMS

Cadet Clubs and Intramurals
Character Development Programs
and Seminars
Distinguished Speaker Series
International Immersion Programs
Summer Internships
The Academy Assembly
Undergraduate Research

GRADUATE AND PARENT PROGRAMS AND SERVICES

Career Services
Chapter Programs
Checkpoints Magazine
ZoomiEnews
Graduate Dependent Scholarships
Appointee Bed and Breakfast
Inprocessing Support
Parent Handbook
Webguy Online Services

The USAFA cadets are the future leaders of our nation. Their Academy experience has been enriched by the charitable contributions from our donors to the Air Force Academy Fund. USAFA graduates, parents, and friends have generously shown their support by funding margin of excellence programs, including cadet clubs, character development programs and seminars, and cadet and faculty competitions and exercises.

Through clubs, conferences, and other enhanced educational opportunities, the cadets are provided with the tools to become leaders of character, giving them a jump-start to their

Air Force careers. Advanced academic seminars and training set the cadets apart from their peers and put them on paths of excellence where they can use their experience to make even greater contributions to the Air Force and our nation.

We are grateful for all donors to the Air Force Academy Fund. Gifts to the Air Force Academy Fund, including those at the Sabre Society level of \$1,000 or more, enable the Endowment to support a wide variety of programs and services for the cadets and graduates, promoting success for the Academy and the community at large.



STEM (Science, Technology, Engineering and Mathematics) is the largest cadet club at the Academy and is also the most active, logging the largest number of volunteer hours of any USAFA cadet club in the fall of 2014. Club members serve to inspire elementary, middle and high school students to consider careers in one of the club's fields of interest. Club President, Kaitlyn Sanborn, explains, "With STEM Outreach, you're making a difference, one kid at a time. You're making a lasting impression." Pictured above, club members share their tips and ideas with local students on the Homework Hotline.



GIVING

HIGHLIGHTS

GIVING Highlights

Thanks to the incredible generosity of graduates, families and friends, 2014 was once again a very successful year. More than 8,200 donors contributed a gift during the year, with over \$15.67 million raised in pledges, gifts of cash and securities, and gift-in-kind contributions to support the Academy and graduate services provided by the Association of Graduates.

Most notably, 2014 saw a significant growth in the number of graduate donors. In 2014, 5,814 graduates made a gift to the Academy. This represents a 13% increase over 2013 and a 37% increase over 2009, the year before the USAFA Endowment took over operations for the Air Force Academy Fund. Graduate donor participation numbers play a significant role at all institutions of higher learning. In fact, graduate participation rates are a factor in determining an institution's national ranking in publications like the *U.S. News & World Report*. These rates also are a key factor when applying for outside grants and additional sources of funding. Most importantly, they build a foundation for future growth for the institution and help to establish a culture of philanthropy.

In 2014, donors provided over \$6.14 million for Character and Leadership projects and programs, including a significant commitment by a local family foundation for an endowed chair to study the evolving nature of the Profession of Arms. Academics benefited

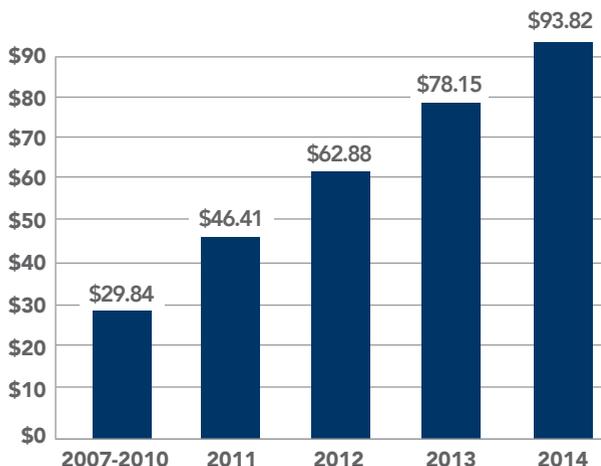
from an Academic Priorities Challenge Campaign and over \$3.06 million was raised to support initiatives such as senior capstone projects, competitive academic teams, cultural immersion programs, cadet summer research, and the renovation of the planetarium, among others. Because of significant class gift campaigns by the Classes of 1965 and 1970, over \$1.19 million was raised in 2014 to preserve and tell Academy history. A large portion of these gifts will be used to construct a Plaza of Heroes that will be located adjacent to the Class of 1970 Southeast Asia Pavilion along the Association of Graduates' Heritage Trail.

Finally, over \$2.82 million was raised in 2014 through the Air Force Academy Fund. This includes unrestricted gifts that garnered recognition for over 1,200 Sabre Society members and were used to support the ongoing mission of the USAFA Endowment, graduate services, and to meet immediate annual needs of the Academy and its cadets.

The USAFA Endowment's cost of fundraising was 12% in 2014, well below the national average. This means that for every dollar spent on fundraising last year, the USAFA Endowment returned over eight times that amount in new gifts and commitments. The USAFA Endowment will continue to foster and honor donor trust by carefully stewarding their investments in the Academy with the utmost efficiency and transparency.

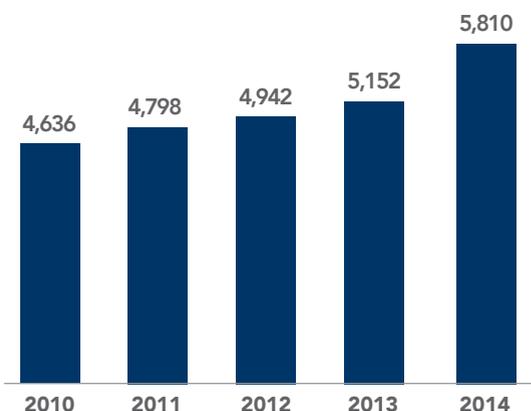
CUMULATIVE GIFTS AND COMMITMENTS

All dollar amounts in millions



NUMBER OF GRADUATE DONORS

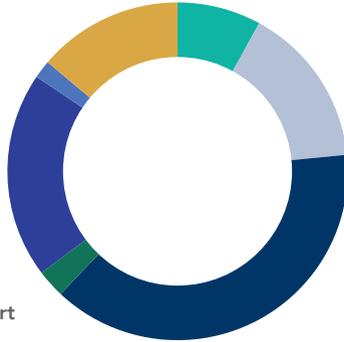
USAFA graduates who made a gift to the Academy through either the Association of Graduates or the USAFA Endowment by year.



GIFTS BY PURPOSE (CUMULATIVE)

Private gifts and commitments of \$93.82 million to the USAFA Endowment since its inception in 2007 were designated to the following purposes.

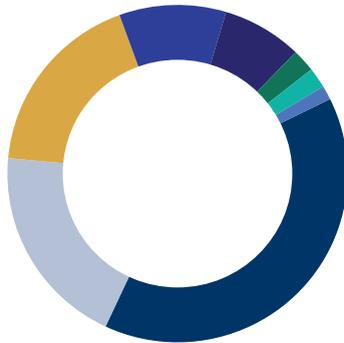
- **Academic Programs**
\$7.48 million – 7.97%
- **Athletic Support**
\$14.51 million – 15.47%
- **Character & Leadership**
\$36.23 million – 38.62%
- **Heritage**
\$2.52 million – 2.69%
- **Operational Support**
\$18.49 million – 19.71%
- **Other Institutional Support**
\$1.62 million – 1.73%
- **Unrestricted Support**
\$12.97 million – 13.82%



GIFTS BY SOURCE (2014)

Private gifts and commitments of \$15.67 million to the USAFA Endowment during 2014 came from the following sources.

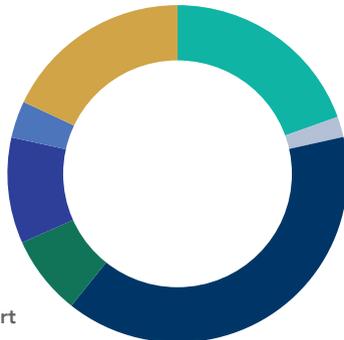
- **Graduates**
\$8.21 million – 52.38%
- **Foundations**
\$5.86 million – 37.41%
- **Parents**
\$775,539 – 4.95%
- **Companies**
\$538,898 – 3.44%
- **Friends of the Academy**
\$163,998 – 1.05%
- **Trusts**
\$63,535 – .41%
- **Other Sources**
\$58,665 – .37%



GIFTS BY PURPOSE (2014)

Private gifts and commitments of \$15.67 million to the USAFA Endowment during 2014 were designated to the following purposes.

- **Academic Support**
\$3.06 million – 19.52%
- **Athletic Support**
\$308,228 – 1.97%
- **Character & Leadership**
\$6.14 million – 39.24%
- **Heritage**
\$1.19 million – 7.60%
- **Operational Support**
\$1.59 million – 10.15%
- **Other Institutional Support**
\$553,794 – 3.53%
- **Unrestricted Support**
\$2.82 million – 17.99%



DONORS BY LEVEL

The table shows the number of donors who made total contributions to the USAFA Endowment at various giving levels during 2014.

DONOR LEVEL	NUMBER OF DONORS
\$1M - \$5M	2
\$500K-\$999.9K	6
\$250K-\$499.9K	5
\$100K-\$249.9K	10
\$25K-\$99.9K	45
\$10K-\$24.9K	49
\$5K-\$9.9K	91
\$1K-\$4.9K	1,456
Less than \$1K	6,552
Total Number of donors	8,216

FINANCIAL SUMMARY

The following information is derived from the Endowment's financial statements as of December 31, 2014.

ASSETS

Cash and cash equivalent	\$ 12,255,517
Investments	\$ 16,155,039
Pledges (Promises to give)	\$ 22,211,408
Other Assets	\$ 212,923
Total Assets	\$ 50,834,887

EXPENSES

Programs & Services Provided	\$ 3,404,995
Fundraising	\$ 1,888,694
General and administrative	\$ 687,975
Total Expenses	\$ 5,981,664



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