

DEFINING OUR FUTURE

HAS BEEN A JOURNEY OF VISION,
INNOVATION AND UNWAVERING
COMMITMENT. TOGETHER, WE'VE
SURPASSED EXPECTATIONS AND LAID
THE FOUNDATION FOR A LEGACY
THAT WILL INSPIRE GENERATIONS.
THROUGH YOUR SUPPORT, WE HAVE
SHAPED **OUR FUTURE.**

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Access the online donor honor roll at
www.usafa.org/2024HonorRoll

USERNAME: OurFuture
PASSWORD: 2024

DEFINING OUR FUTURE

AS WE EMBARKED ON THE DEFINING OUR FUTURE COMPREHENSIVE CAMPAIGN SEVEN YEARS AGO, WE RECOGNIZED THAT OUR GOALS WERE AMBITIOUS.

The campaign would be measured in four areas: raising an extraordinary amount of private support for the Academy's mission; increasing awareness, engagement and participation among Academy graduates, parents and friends; enhancing institutional pride; and nurturing a culture of philanthropy within the Long Blue Line.

Now seven years later, we look back at the incredible impact of nearly **20,000 donors contributing more than \$330 million** through the campaign — a testament to the generosity, engagement and patriotic spirit of all who care about our Academy and its timeless mission. While there is still much to accomplish in the years to come, we take pride in all that you have achieved throughout the course of the Defining Our Future campaign.

This report acknowledges and celebrates your generosity and vision. Several highlight outcomes include:

The **Institute for Future Conflict**, a new effort chartered during the campaign, brings relevant warfighting expertise and current threat scenarios to cadets and faculty across the Academy. The Institute ensures cadets are ready to engage the increasingly complex and dynamic problems posed by our adversaries.

The **Martinson Honors Program** offers an especially rigorous academic program for the highest-achieving cadets and now serves to attract students who may be weighing challenging academic options.

The **Kucera Legacy Center** transforms the game day and year-round functionality of Falcon Stadium, serving as a dynamic “front door” celebrating our growing heritage, offering modern services for fans, and generating increased revenue benefiting every part of the Academy.

The **Hosmer Visitor Center** and **Hotel Polaris** open the Academy anew to all guests. Nearly 1 million visitors each year will pass through both facilities, inspiring continued support for our Academy and future generations of servant leaders.

The **Madera Cyber Innovation Center** will attract and develop the best minds in cyber from our nation and around the world. Our American way of life, and our defense of it, increasingly depends on integration between government and industry — and on the type of leading collaborations made possible by this new facility and embedded capabilities.

The **Air Garden restoration**, the **Air Warrior Combat Memorial** and the **HH-3E static display** recall our heritage and remind us of the heroes who have placed themselves in harm's way for our nation. Along with the expansion of the Heritage Trail and the additions of **Wecker Hall** and **Yost Plaza**, the campaign has supported our ability to honor and serve the Long Blue Line.

The **Class of 1970 Reunion Endowment** ensures that all future classes will have the most engaging and powerful experiences upon returning to the Academy.

And the **Air Force Academy Fund**, including gifts at the **Sabre Society** level, have made these projects and every project, program and service possible. A portion of each effort in the campaign includes unrestricted contributions made by thousands of individual donors.

At its core, the Defining Our Future campaign was focused on preparing cadets to lead and serve in an increasingly complex and rapidly changing future. The priorities you underwrote have strengthened the Academy, and the impact of your philanthropy will be long-lasting. Thousands of current and future cadets benefit directly, and our nation will be stronger for it. And graduates, near and far, will enjoy stronger connections and greater engagement with each other and with the Academy we love.

If philanthropy is an expression of one's deepest held values, then this campaign has served as a strong statement of what you value and hold dear. For this reason, I have confidence that your participation in the Defining Our Future campaign has made a difference — both in the life of the Academy and in yours.

I am personally grateful for your enduring commitment as we continue to support the Academy, serve our graduates and preserve the heritage of the institution.

With sincere gratitude,



Mark Hille '97

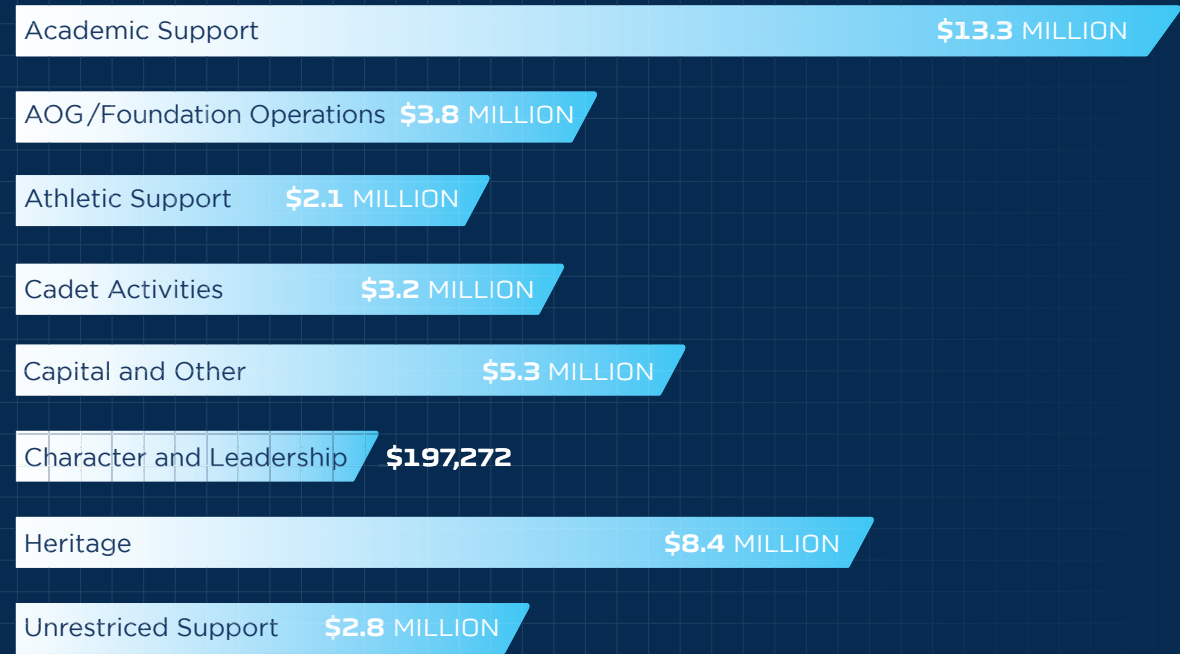
*President and CEO
Association of Graduates and
Air Force Academy Foundation*



2024 BY THE NUMBERS

TOTAL COMMITMENTS MADE IN 2024
\$39.1 MILLION

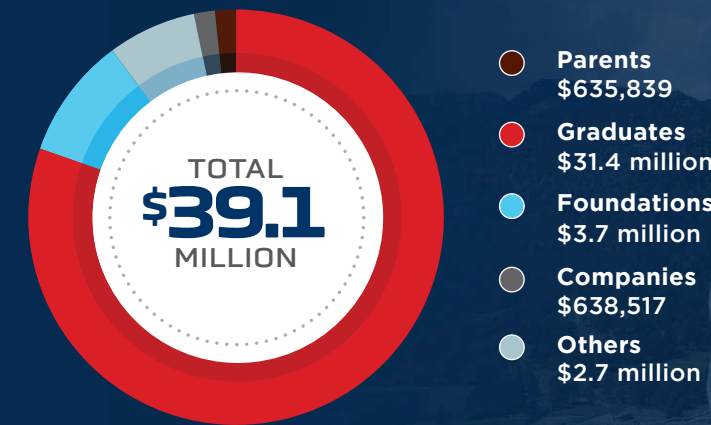
COMMITMENTS BY PURPOSE



QUICK FACTS

New planned gift commitments: **\$7.9 MILLION**
Number of donors: **6,502**
Number of graduate donors: **4,358**

2024 COMMITMENTS BY SOURCE



DONORS BY LEVEL

\$5,000,000+	2
\$1,000,000-\$4,999,999	6
\$500,000-\$999,999	8
\$250,000-\$499,999	13
\$100,000-\$249,999	24
\$50,000-\$99,999	32
\$25,000-\$49,999	35
\$10,000-\$24,999	93
\$5,000-\$9,999	164
\$2,500-\$4,999	158
\$1,000-\$2,499	1,272
Less the \$1,000	4,695

TOTAL NUMBER OF DONORS 6,502

Financial information is derived from the Air Force Academy Foundation's unaudited financial statements as of Dec. 31, 2024. Visit www.afacademyfoundation.org/financials to view more detailed, audited financial statements and Form 990s.

CAMPAIGN BY THE NUMBERS

TOTAL COMMITMENTS

\$330.6 MILLION

CAMPAIGN COMMITMENTS BY PURPOSE

Academic Support \$96.0 MILLION

AOG/Foundation Operations \$52.2 MILLION

Athletic Support \$38.5 MILLION

Cadet Activities \$12.7 MILLION

Capital and Other \$57.2 MILLION

Character and Leadership \$12.2 MILLION

Heritage \$41.3 MILLION

Unrestricted Support \$20.5 MILLION

• CAMPAIGN QUICK FACTS

New planned gifts: \$72.0 MILLION

Class gift fund commitments: \$75.3 MILLION

Number of donors: 19,643

CAMPAIGN COMMITMENTS BY SOURCE



Parents
\$7.6 million

Graduates
\$240.8 million

Foundations
\$50.8 million

Companies
\$25.1 million

Others
\$6.3 million

TURNING VISION INTO REALITY

1. Leader Challenge Tower
2. Planetarium and STEM Center
3. Class of 1974 Forevermore Overlook
4. Erdle Field
5. Spirit 03 Memorial
6. Air Garden
7. Observatory telescope
8. Madera Cyber Innovation Center, including Institute for Future Conflict
9. Wecker Hall and Yost Plaza
10. Hosmer Visitor Center
11. Air Warrior Combat Memorial
12. Hotel Polaris
13. HH-3E Jolly Green Giant display
14. Planned Tuskegee Airmen memorial at Davis Airfield
15. Kucera Legacy Center

Programs supported in Fairchild Hall (not an exhaustive list)

- Academic Success Center
- Department of Management Finance Lab
- Martinson Honors Program
- Multi-Domain Lab

Support at Doolittle Hall/Heritage Trail

- Falcon Foundation scholarships
- Planned Distinguished Graduate memorial
- Planned Spirit of '76 Echelon



1



2



3



5



4



7



6



8



9



INSTITUTE FOR FUTURE CONFLICT

READY TO LEAD, READY TO WIN

VICTORY IN GREAT POWER COMPETITION WILL NOT BE ACHIEVED THROUGH SHEER FIREPOWER; IT WILL BE WON BY WARFIGHTERS WHO THINK CRITICALLY, ADAPT QUICKLY AND LEAD WITH PRECISION. AT THE U.S. AIR FORCE ACADEMY, THE INSTITUTE FOR FUTURE CONFLICT IS PREPARING CADETS TO NAVIGATE AN UNCERTAIN FUTURE WHERE AGILITY, STRATEGY AND INNOVATION DRIVE SUCCESS.

Cadets respond to an Indo-Pacific scenario in the Multi-Domain Lab during Firstie Flag, the Academy's culminating exercise for seniors. (Photo by Trevor Cokley/USAFA)

2017

2018

AUGUST 11

Lt. Gen. Jay Silveria '85 assumes command as USAFA's 20th superintendent.

APRIL 1

Beginning of Defining Our Future campaign

SEPTEMBER 25

Air Warrior Combat Memorial groundbreaking



USAFA launched the IFC in 2019 with support from Academy leaders and key graduates, including Dr. Paul Kaminski '64, Lt. Gen. (Ret.) Erv Rokke '62, John Fox '63 and Gen. (Ret.) Gregory Martin '70. True to its vision, the IFC has increased the Academy's focus on training cadets for Great Power Competition, ensuring they are ready to lead on Day 1.

A key priority of the Defining Our Future campaign, the IFC leveraged federal funding and private philanthropy to bring subject-matter experts to the Academy. IFC faculty, led by Director Lt. Gen. (Ret.) Bradford "B.J." Shwedo '87, are now integrated across the Academy's mission elements. They collaborate with academic departments to incorporate future conflict perspectives into the curriculum and guide the development of warfighters to win, leaders of character and quality, and critical thinkers to adapt.

During the campaign, donors helped stand up and support the IFC's critical needs. "Without donors' outstanding and generous support, we would not have been able to operate at the level we have," says Gen. Shwedo.

In fall 2024, the IFC helped facilitate the Academy's two-day Culminating Exercise, which involved cadets from all 40 squadrons. CULEX emphasizes accountability, teamwork and a strategic understanding of the future fight.

The IFC is now recognized as a leading think tank and national resource for future conflict preparation. It will continue to be a philanthropic priority as USAFA readies cadets to lead in a dynamic, competitive world.

CAMPAIGN COUNTS

280
DONORS

\$15 MILLION
RAISED

2019 **FEBRUARY 20**
First presentation of Class of 1993
Outstanding Airman of the Year panel at NCLS

NOVEMBER 1
Institute for Future Conflict
approved by USAFA.



MADERA CYBER INNOVATION CENTER

PREPARING FOR CYBER'S ROLE IN THE FUTURE FIGHT

**THE MADERA CYBER INNOVATION CENTER WILL PREPARE
AIR FORCE ACADEMY CADETS FOR CYBER'S IMPORTANT
ROLE IN AMERICA'S NATIONAL SECURITY AND GLOBAL
GREAT POWER COMPETITION.**

The \$58 million facility, with a planned ribbon cutting in April 2025 before its fall opening, is named in honor of lead donors Paul '78 and Joan Madera.

"The reality of our world and the need for this cyber center for innovation resonated so clearly from the start," Paul Madera said

during the 2021 groundbreaking ceremony. "I have seen from the front lines, as an early-stage technology investor in Silicon Valley, just how difficult cybersecurity is. It's so very clear that every conflict we will face will involve cyber intrusions and attacks."

Photo by Justin Pacheco/USAFA

The three-story facility will provide nearly 49,000 square feet for classrooms, auditoriums and collaboration space. It will be home to the Department of Computer and Cyber Sciences, Air Force CyberWorx and the Institute for Future Conflict. More than 1,400 cadets will take courses in the Madera Cyber Innovation Center each year.

“The collaboration space will bring academia, industry and military operators together to educate and train the Air and Space Forces’ future officers as forward-thinking leaders in advanced technological warfare,” says Col. Judson Dressler ’05, permanent professor and head of the Department of Computer and Cyber Sciences.

The Madera Cyber Innovation Center also will provide a secure area for cadets to interact with intelligence data. It will upgrade and replace the 650-square-foot sensitive compartmented information facility currently used for intelligence briefings at the Academy.

In addition to the Maderas’ support, several donors provided \$1 million gifts, and seven reunion classes raised money for the facility through reunion giving projects. Three technology companies offered gifts in kind to create the building’s computing infrastructure. Lt. Col. (Ret.) Dick McConn ’66 was instrumental in obtaining necessary Air Force approvals for the building.

THE MADERA CYBER INNOVATION CENTER WILL INCLUDE SEVEN LABS OUTFITTED WITH THE NECESSARY TECHNOLOGY TO TEST AND RESEARCH:

- Cross-Domain Integration and Command and Control
- Immersive Environments, Data Visualization and Decision-Support
- Cyber Security, Networking, Radio Frequency and Telecommunications
- Forensics and Reverse Engineering
- Industrial Controls and Platform Security
- Robotics and Autonomous Systems
- Policy, Strategy, Cyber Law, Ethics and Digital Humanities.

CAMPAIGN COUNTS

1199
DONORS

\$38 MILLION
RAISED

JANUARY 1
USAFA Endowment becomes
Air Force Academy Foundation.
2020

FEBRUARY 21
First Enix Heritage
Keynote Lecture at NCLS

APRIL 1
Donors contributed over \$40,000 in 24 hours during the COVID-19 pandemic for gift baskets for every first-class cadet and cakes for each squadron ahead of the Class of 2020’s accelerated graduation.

MAY 1
Lt. Gen. (Ret.) Mike Gould ’76 named first joint CEO of the Association of Graduates and Air Force Academy Foundation.

ACADEMICS

FOSTERING EXCELLENCE

PHILANTHROPIC SUPPORT HAS BEEN INSTRUMENTAL IN ADVANCING THE DEAN OF THE FACULTY'S GOAL TO CREATE AN INSPIRING LEARNING ENVIRONMENT THAT NURTURES CRITICAL THINKING, RESEARCH AND DEVELOPMENT.

In 2021, John Martinson '70 made the largest philanthropic gift supporting academics in Air Force Academy history when he funded the Martinson Honors Program. His generosity has enabled the program to introduce new courses, encourage innovative approaches to learning and inspire exploration beyond the classroom. These advances started within the Martinson Honors Program, but they are positively reshaping the way cadets learn and develop critical thinking skills.

/// Cadets work on their four-person autonomous identification and localization of aircraft battle damage research project in the Center for Aircraft Life Extension. (Photo by Trevor Cokley/USAFA)

2020

JUNE 1
Air Garden
groundbreaking

AUGUST 1
IFC – first
hired fellow

September

SEPTEMBER 3
Nova announced
as new mascot.

SEPTEMBER 23
Lt. Gen. Richard Clark '86
assumes command as
USAFA's 21st superintendent.

SEPTEMBER 28
Fred '67 and Linda Milanovich
make gift for endowed chair in
computer and cyber sciences.

“They can accelerate their academic development, and at the same time they will become well-rounded, capable, decisive, critical thinking officers in the Air Force and Space Force,” he says.

Martinson’s vision resonates across the Academy as other philanthropic gifts continue to strengthen academic programs and opportunities for cadets.

Throughout the Defining Our Future campaign, donors helped bolster nearly every academic department at the Academy. The Department of Management, for example, is creating a donor-funded finance lab in Fairchild Hall. The Department of Astronautics received funding to build a clean room, enabling more efficient satellite construction. And donors created the Fred P. and Linda E. Milanovich Chair in Computer and Cyber Sciences.

Recognizing that learning happens both inside and outside the classroom, donors also funded lecture series and symposia, bringing distinguished speakers to USAFA to discuss topics such as military history, war in literature, military and diplomatic policy, national security and professional leadership.

Cadets benefited from travel experiences that broadened their perspectives and introduced additional viewpoints that rounded out their critical thinking. Thanks to the Martinson Honors Program, the Stamps Leadership Scholar program doubled in size, allowing more cadet-scholars to attend conferences and conduct research worldwide. Additionally, donor-supported cultural immersion programs and the Cadet Summer Research Program offered invaluable opportunities for off-campus educational exploration.

The Academic Success Center in Fairchild Hall, with a mission to help cadets become exceptional learners, also received philanthropic support. The center’s staff helped cadets hone their skills in communications, critical thinking and writing. The staff also provided tailored guidance to cadets wanting to improve their academic performance in specific courses.

CAMPAIGN COUNTS

3061
DONORS

\$95.9 MILLION
RAISED



KUCERA LEGACY CENTER

IMPACTING GAME DAY AND BEYOND

THE KUCERA LEGACY CENTER AT FALCON STADIUM HAS TRANSFORMED THE GAME DAY EXPERIENCE FOR FANS. IT HAS ALSO CREATED NEW OPPORTUNITIES FOR FUTURE-FOCUSED REVENUE GENERATION SUPPORTING THE DEPARTMENT OF ATHLETICS AND ITS 27 INTERCOLLEGIATE SPORTS.

KUCERA LEGACY CENTER
AT FALCON STADIUM

// Falcon Stadium's new entrance highlights the heritage of the Academy and athletics.
(Photo by David Bitton)

The \$90 million project, first envisioned nearly 20 years ago, debuted at the start of the 2024 football season during Parents' Weekend. The state-of-the-art facility greeted fans with a new entrance, multiple ticket windows, modernized restrooms, a variety of upgraded concession options and an Air Force team shop. The Kucera Legacy Center also highlights the heritage of the Air Force Academy and its graduates, including a planned Class of 1966 Legacy Walk honoring graduates from the Academy's first 50 years.

Named for lead donors Jack '78 and Vianne Kucera, the Kucera Legacy Center and the broader modernization project have expanded the stadium's capabilities for future uses. It was

a long-awaited transformation to Falcon Stadium, which opened in 1962 with private support, and a booster shot for all of Falcon athletics.

"This project was built to support the Air Force Academy's constant efforts to attract and develop the best and brightest as our future leaders — the leaders our Air Force and Space Force require," said Jack Kucera during the Sept. 6, 2024, ribbon cutting. "The enhanced revenue from this versatile, multiuse facility will support all 27 USAFA intercollegiate athletic programs. The broad impact is what this project is about at its core, and it's why Vianne and I have enthusiastically supported it."

The Kucera Legacy Center fosters revenue generation through the new East Club, presented by L3 Harris, which features 850 premium seats and two event spaces for year-round use. As part of the modernization, construction crews modified the tunnel leading to the field to enhance access for concerts and other larger events.



Jack Kucera '78 walks behind his grandson as he explores the Kucera Legacy Center. (Photo by David Bitton)

CAMPAIGN COUNTS

782
DONORS

\$32 MILLION
RAISED

FOREVER TRANSFORMED

The first home game after Falcon Stadium's renovation showcased the new Kucera Legacy Center. (Photo by Ryan Hall)



A NEW GATEWAY TO THE ACADEMY

CONSTRUCTION OF THE TRUENORTH COMMONS DEVELOPMENT BEGAN WITH A CEREMONIAL GROUNDBREAKING IN JULY 2022. OVER A DECADE AFTER IT WAS FIRST ENVISIONED, THE TRANSFORMATIVE PROJECT IS TAKING SHAPE OUTSIDE THE U.S. AIR FORCE ACADEMY'S NORTH GATE.

The Hosmer Visitor Center, named in honor of Lt. Gen. (Ret.) Bradley Hosmer '59 and his spouse, Zita, will replace the current visitor center, improve visibility and access, and serve as an official Colorado State Welcome Center. Gen. Hosmer is the Academy's first graduate and Rhodes scholar, as well as the first graduate to serve as superintendent.

A new pedestrian bridge connects the visitor center to Hotel Polaris, which opened in November 2024 with over 500 attendees at its ribbon-cutting celebration. Dan Schnepf '83,

founder and president of Matrix Design Group, and Mark Hille '97, CEO of the Association and Foundation, were among the event speakers. Schnepf called the project "a labor of love."

TrueNorth Commons, a priority of the Defining Our Future campaign, will also include office, retail and restaurant space. The development is a partnership between public and private stakeholders, including the city of Colorado Springs, the Association and Foundation, Blue & Silver Development Partners and Provident Resources Group.

The public-private partnership, made possible by a unique financing structure, will transfer the hotel property to the Association and Foundation once construction costs are paid off. Gifts from generous donors have already accelerated the repayment of that debt.

"Soon, millions of dollars of revenue annually will flow from this project to support the Academy, serve our graduates and preserve our growing heritage," says Hille.



CAMPAIGN COUNTS

286 DONORS

\$13.5 MILLION
RAISED

With Gratitude to Our Visionary Donors

This milestone project
was made possible by the
exceptional generosity of:

Jerry '70 and Pam Bruni
Alex '87 and Kate Gilbert
Jack '78 and Vianne Kucera
Hugh '64 and Nan Williamson
The Class of 1994



The west side of Hotel Polaris
(Photo courtesy of Maj. (Ret.) Christopher Vasquez '97)



Key stakeholders and guests
marked the opening of Hotel
Polaris with a ceremonial
ribbon cutting, using cadet
sabers to honor tradition.
(Photo by David Bitton)

OCTOBER 23
Air Garden dedication

WECKER HALL AND YOST PLAZA

CREATING A NEW HOME FOR THE FOUNDATION

NEARLY 18 YEARS AFTER THE AIR FORCE ACADEMY FOUNDATION'S CREATION, ITS STAFF WILL MOVE INTO A NEW HEADQUARTERS BUILDING FUNDED BY PHILANTHROPY.

The Foundation will move into Wecker Hall — named in honor of lead donors Dr. William Wecker '63 and his spouse, the late Mary Linn Wecker — by the summer of 2025. The facility also will provide offices for the Association of Graduates. Wecker Hall is just west of Doolittle Hall, which will continue to serve as the alumni center and an event space for the Long Blue Line.

"The new Foundation headquarters building will bring the entire staff together so that they can work more effectively and enjoyably in a first-class working environment," Dr. Wecker says. "We have finally arrived. From a small startup operation with grand ideas and no track record to what the Air Force Academy Foundation is today — hundreds of millions of dollars raised to benefit cadets. And now, a Foundation headquarters building to match that accomplishment."

The architects worked with the Foundation to design Wecker Hall to be a net-zero building. It will use 20 geothermal wells, an exterior shading and louver system, and rooftop solar panels to generate all of its power.

Yost Plaza, named in honor of Dave '69 and Jean Yost, is a new and inviting gathering space between Wecker and Doolittle Halls. It will feature the existing Pegasus statue and a new seven-foot replica of an Air Force Academy graduation ring. The ring will recognize donors whose lifetime contributions have helped advance the Academy's mission.

Nearly 60 employees will work in Wecker Hall when it opens, with room to grow, and it will include office space for other nonprofits dedicated to supporting the Air Force Academy's mission.

Photo by Ryan Hall



CAMPAIGN COUNTS

40
DONORS

\$17.8 MILLION
RAISED



The Association of Graduates and Air Force Academy Foundation staff gather with project partners at the Wecker Hall topping-off ceremony on Sept. 12, 2024. (Courtesy photo)

TOMORROW'S LEADERS, TODAY

THE CENTER FOR CHARACTER AND LEADERSHIP DEVELOPMENT AT THE U.S. AIR FORCE ACADEMY INTEGRATES ACADEMICS, ATHLETICS AND MILITARY TRAINING TO DEVELOP LEADERS OF CHARACTER FOR THE AIR FORCE AND SPACE FORCE. THANKS TO DONOR SUPPORT DURING THE DEFINING OUR FUTURE CAMPAIGN, CCLD DELIVERED IMPACTFUL PROGRAMS ACROSS ITS FOUR DIVISIONS: RESEARCH AND SCHOLARSHIP, SUPPORT, INTEGRATION AND DEVELOPMENT.

Philanthropy helped CCLD organize the National Character and Leadership Symposium, open and operate the Leader Challenge Tower at the Outdoor Leadership Complex, develop the Cadet Mentoring Program, and publish the *Journal of Character & Leadership Development*.

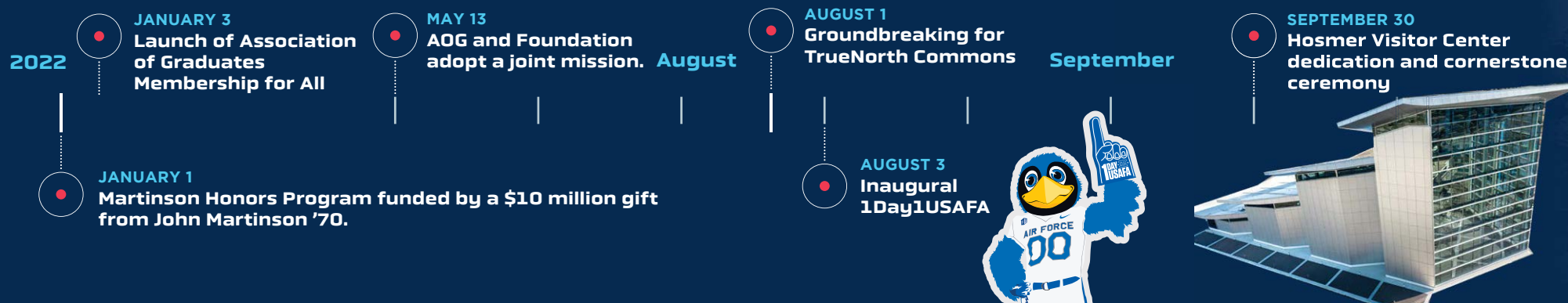
NCLS continued to inspire cadets to think critically about leadership, ethics and service. Donors funded many of the operational needs and guest speakers, including keynote lectures by NASA astronaut Dr. Kjell Lindgren '95 and Olympic gold medalist Missy Franklin, who delivered the Class of '73 Muse Family Foundation Keynote, generously supported since 2004 by the Class of 1973 and John Muse '73.

The Leader Challenge Tower, completed in 2022 with support from the Class of 1963 and the Dorothy D. and Joseph A. Moller Foundation, was dedicated in honor of Gen. (Ret.) Ronald R. Fogleman '63 during the class's 60-year reunion in 2023. "It [the tower] will inject the Long Blue Line with purposeful development experiences for decades to come," says Col. (Ret.) Tom Torkelson '92, CCLD deputy director.

The Cadet Mentoring Program fosters personal and professional growth by connecting cadets with Academy, Air Force and Space Force mentors. John Fox '63, generously supported the program throughout the campaign.

JCLD published cutting-edge research and articles about leadership, influencing cadets and leaders across military and civilian sectors. Donors helped the journal elevate the Academy's leadership programs and extend its reach globally.

Donor support ensured CCLD remained at the forefront of leadership development and training, equipping cadets with the necessary tools to become officers of character and integrity.





AF
NATIONAL CHARACTER
& LEADERSHIP SYM

AF
NATIONAL CHARACTER
& LEADERSHIP SYM

CAMPAIGN COUNTS

NOVEMBER 12
HH-3E Jolly Green dedication

1006 DONORS \$10.51 MILLION RAISED

// Cadets attend the 2024 National Character and Leadership Symposium.
(Photo by Trevor Cokley/USAF)

CADET CLUBS

FROM CLUBS TO CHARACTER

DEFINING OUR FUTURE CAMPAIGN DONORS AMPLIFIED THE IMPACT OF CADET CLUBS AT THE U.S. AIR FORCE ACADEMY. IN ADDITION TO MANY INDIVIDUAL CLUB DONORS, THE CLASS OF 1984 ESTABLISHED AN ENDOWMENT TO SUPPORT CADET CLUBS FOR ITS 40TH REUNION PROJECT. FROM FOSTERING COMPETITION TO ENCOURAGING COLLABORATION, CLUBS HAVE INSPIRED CADETS TO LEAD, INNOVATE AND EXCEL ACROSS ALL OF THE ACADEMY'S MISSION ELEMENTS — ACADEMICS, ATHLETICS AND MILITARY TRAINING.

Sarah Warner '20, one of the founders of the USAFA women's club hockey team, scrimmages with her teammates. The club team was founded in 2018 and benefits from donor support. (Photo by Jennifer Spradlin/USAFA)

2023

FEBRUARY 20
30th NCLS

MAY 5
Spirit 03 Memorial dedication as part of the Class of 1979 reunion gift

MAY 30
Martinson Honors Program space dedicated.

July

JULY 18
Terry O'Donnell '66 commits a legacy gift, pushing the Defining Our Future campaign to surpass its original \$270 million goal. The Foundation board sets a new goal of \$300 million.

Philanthropy elevated USAFA's Forensics Team during the campaign, including major contributions from Paul Madera '78. As one of USAFA's longest-standing clubs, the Forensics Team equips cadets with critical thinking, communication and leadership skills while offering opportunities to compete on national and international stages.

The Women's Hockey Club has flourished since its establishment in 2018 — the same year the Defining Our Future campaign launched — thanks to the support of 110 donors. Contributions funded travel, equipment and national competition opportunities, including annual matchups against the U.S. Naval Academy. Donor support also brought the team closer to achieving its dream of competing against all service academies and qualifying for the American Collegiate Hockey Association national tournament.

Meanwhile, the Air Combat Club, launched in 2021 with support from Paul Rossetti '70, quickly became one of the fastest-growing clubs at the Academy. The club allows cadets to learn about air combat maneuvers directly from staff and faculty with fighter aircraft backgrounds. Cadets then apply what they have learned in flight simulators, readying them for the future. Rossetti is also the chief backer of USAFA's Drone Racing Team, which launched in 2019 to promote STEM education and career fields.

These cadet clubs, and many more, exemplify the enduring impact of the Defining Our Future campaign. Through clubs, cadets can discover, grow and succeed in their passions while building skills that prepare them to be leaders of character in the Air Force and Space Force.

CAMPAIGN COUNTS

2975
DONORS

\$7.2 MILLION
RAISED

August

AUGUST 10

Leader Challenge Tower dedication in honor of Gen. [Ret.] Ron Fogleman '63

AUGUST 18

Class of 1974 Forevermore Overlook groundbreaking

SEPTEMBER 1

Baseball field renamed Erdle Field in honor and remembrance of Brig. Gen. [Ret.] Philip J. Erdle.

OCTOBER 13

Wecker Hall and Yost Plaza groundbreaking

November

NOVEMBER 10

Class of 1974 Forevermore Overlook ribbon cutting



HERITAGE

PRESERVING ACADEMY, AIR FORCE HERITAGE

THREE CLASS REUNION GIFT COMMITTEES BEGAN THE DEFINING OUR FUTURE CAMPAIGN WITH FUNDRAISING PROJECTS TO RESTORE THE AIR FORCE ACADEMY AIR GARDEN TO ITS ORIGINAL SPLENDOR. THE CLASSES OF 1972, 1975 AND 1976 CONTRIBUTED MORE THAN \$3 MILLION TO THE \$7 MILLION PROJECT, WHICH THE ACADEMY DEDICATED IN OCTOBER OF 2021.

// The Air Garden restoration project, dedicated in 2021, returned the area to its original design. (Photo by Trevor Cokley/USAFA)

It was one of several campaign heritage projects, funded through class reunion gifts, that serve as a reminder of the Academy's important history and of the true meaning of service to the nation.

When the Spirit 03 Memorial was added to the Academy Honor Court in May 2023, several speakers highlighted the courage, warrior ethos and commitment of the AC-130H crew.

"We believe their devotion to duty and selfless service to their fellow warriors should be learned — emulated — by every airman and guardian, especially Air Force Academy graduates," said Col. (Ret.) Michael Van Hoomissen '79, class president, as he officially presented the memorial to the Cadet Wing during the ceremony.

The sculpture honors 1979 classmate Maj. Paul J. "Dream Weaver" Weaver and his AC-130H crew, who made the ultimate sacrifice Jan. 31, 1991, during Operation Desert Storm.

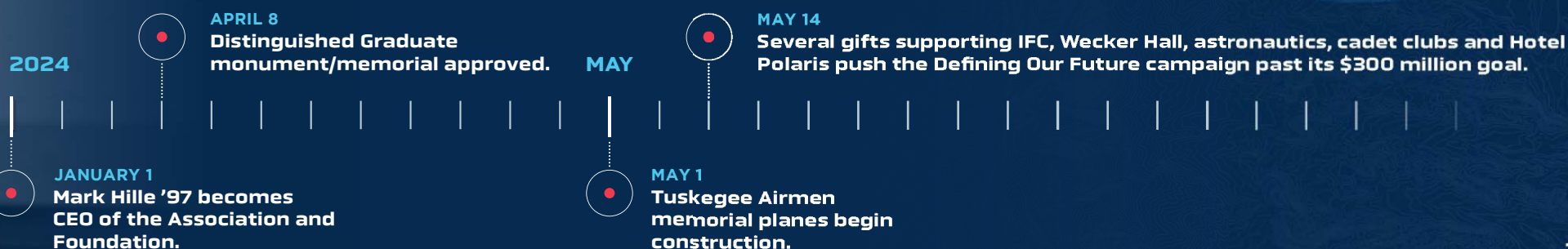
Two new static displays also were added alongside the iconic B-52 near the Academy's North Gate. The Air Warrior Combat Memorial pays homage to the storied history of U.S. aerial combat. It includes a statue of Brig. Gen. Robin Olds, a triple ace who later served as commandant of cadets at the Academy. The HH-3E Jolly Green Giant display honors combat search and rescue crews who risked their lives so "that others may live." The project was championed by Max James '64, who, during the Vietnam war, flew the exact Sikorsky HH-3E that is on display at the Academy.

Other classes supported the planned creation of a Tuskegee Airmen memorial at Davis Airfield. As of press time, the full-scale airplane models for the Tuskegee Airmen project are being built.

CAMPAIGN COUNTS

2955
DONORS

\$41.3 MILLION
RAISED



1DAY1USAFA

WE ARE ONE USAFA

THE ASSOCIATION OF GRADUATES AND AIR FORCE ACADEMY FOUNDATION LAUNCHED 1DAY1USAFA IN 2022. THIS ANNUAL DAY OF GIVING CELEBRATES THE U.S. AIR FORCE ACADEMY BY OFFERING DONORS ENGAGING OPPORTUNITIES TO IMPACT CURRENT AND FUTURE CADETS.

1Day1USAFA aligns Air Force Academy supporters with the mission of the Academy: to forge leaders of character for the Air Force and Space Force, such as the Class of 2024, which graduated May 30, 2024.
(Photo by Dylan Smith/USAFA)



The first 1Day1USAFA was a resounding success, inspiring thousands of USAFA graduates, families and friends to take advantage of challenges, matching gifts and friendly competitions — all aimed at advancing the Academy’s timeless mission. Since its launch, 1Day1USAFA has grown, achieving new milestones each year, including donor participation, dollars given and funds supported. The day of giving has also fostered new traditions among classes and parent groups.

The Class of 1970, for example, has rallied every year on 1Day1USAFA, achieving the highest participation rate among all graduating classes. “The Class of ’70 has an unusually large number of graduates who definitely appreciate the four years at USAFA,” says Lt. Col. (Ret.) Dana Arbaugh ’70.

During the 2023 1Day1USAFA, the families of all four classes competed to win a morale-boosting event for their cadets. The Class of 2027 parents emerged victorious, raising the most to claim that reward. The popular challenge returned in 2024, with the Class of 2027 parents raising nearly \$84,000 from over 260 donors to secure another win.

“I shared the 1Day1USAFA link with so many parents and others, and they were all so willing to help,” says Kim Cheri, mother of Cadet 3rd Class Colin Cheri. “It’s money that is going toward cadets who will be defending our country. How can you not want to give to that?”

1Day1USAFA has inspired donors across generations, including members of all 66 graduating classes from 1959 to 2024, to contribute during the Defining Our Future campaign.

1DAY1USAFA NUMBERS

• 2022
2600+
 DONORS
\$1.31 MILLION RAISED

• 2023
2800+
 DONORS
\$2.40 MILLION RAISED

• 2024
3000+
 DONORS
\$3.10 MILLION RAISED



DONOR HIGHLIGHTS

DONORS FUEL TRANSFORMATION ACROSS ACADEMY

NEARLY 20,000 DONORS CONTRIBUTED OVER \$330 MILLION TOWARD AIR FORCE ACADEMY PRIORITIES DURING THE DEFINING OUR FUTURE CAMPAIGN'S SEVEN YEARS.

Through the campaign, graduates, parents, families, and corporate and foundation partners supported a range of priorities, ultimately furthering the Academy's mission, positively impacting cadets and strengthening the Long Blue Line.

These contributions spurred transformational impact across the Academy. Here are reflections from a few donors on why they supported cadets, programs and projects during the Defining Our Future campaign.

Lt. Gen. (Ret.) Marcus Anderson '61

Supporting the Anderson Endowment for Cadet Wing Programs

"The Academy shaped my life and provided me the tools for a successful and enjoyable career as well as a set of values I have retained and used ever since being a cadet in the Class of 1961. I think every graduate has benefited from his or her four years at the Academy, so it seems logical to help those who follow and enhance their opportunities."

Paul Rossetti '70

Supporting the Unmanned Aerial Systems Center

"The UAS technology is one of the key focus areas for the Air Force as it develops its future combat capabilities, so USAFA needs to familiarize cadets with the equipment and its deployment capabilities and limitations, as well as its operational control protocols. The Academy should have a strong program to develop leaders who can both use existing systems and refine requirements for future systems. The Academy has a very strong leadership team in the officers who direct the UAS program, so I knew that the funds would be well spent."

Hugh Williamson '64

Supporting the Hotel Polaris Fund and the Distinguished Graduate Memorial Fund

"When I learned the details about the benefit of paying off the most expensive tranche of capital for [Hotel Polaris] early, which would mean reducing the interest by a huge number, it just connected all the dots. ... It is very important to the Foundation's ability to secure contributions from numerous supporters and constituents that they see large percentages of the graduates stepping up as donors. The fact that many graduates are supporting our Academy is often equally as important as the amount one is able to donate."

Fred Milanovich '67

Supporting the Fred P. and Linda E. Milanovich Chair in Computer and Cyber Science Endowment

"Being in science all my life, I see how things happen abruptly and that you can be unprepared. What we see happening now is a different kind of war; it's a war of information and absconding with information. ... We really have to up the game here. I felt the next most important thing was to make sure this is a top-notch program. The best way to do that is through endowed chairs. You really can attract top talent."



// A tow plane and glider pass by Polaris Hall at the U.S. Air Force Academy.
(Photo by Justin Pacheco/USAFA)

CLASS GIVING

CLASS BONDS FORGE A LEGACY

A UNITED STATES AIR FORCE ACADEMY CLASS SHARES POWERFUL EXPERIENCES, FORGING LIFELONG BONDS AND PRIDE.

“My relationship with my classmates that started on Day 1 is the glue and the essence of my affiliation, allegiance and strong emotional tie to the Academy,” says Scott Dumbauld ’85.

These enduring connections inspire graduates from all generations to stay engaged long after leaving the Academy.

During the Defining Our Future campaign, graduates demonstrated their commitment to the Academy through many transformative class projects. The Association and Foundation’s class giving program helped classmates unite through peer-to-peer outreach, encouraging them to give to the causes they value and make a greater impact.

In 2019, the Class of 1974 began its 50th reunion project, the Forevermore Overlook. After raising more than \$1.1 million, the class completed the project in 2024. The overlook now provides cadets with a place to reflect and recharge.

“It’s cool knowing this was donated by the Class of ’74. They’ve been here. They did it. And 50 years later, they are still thinking about cadets,” says 2nd Lt. Alyssa LeCours ’24.

Similarly, the Class of 2010 created its Endowment for Cadet Morale in 2020 to fund a \$5,000 reward for USAFA’s Outstanding Squadron Award winners each semester. The endowment was primarily funded by monthly gifts of \$20.10 over 10 years.

“It means the world that donors care enough to contribute to our success,” says 2nd Lt. Daniel Smith ’24. Smith was in Cadet Squadron 36 when it won the Outstanding Squadron Award in fall 2023.

From support for the Madera Cyber Innovation Center to endowments for the National Character and Leadership Symposium, class giving bolstered the Academy and its mission during the campaign and will continue advancing its mission in the years ahead.





Cadets from the Class of 2024 enjoy the view of the Academy near the top of the Forevermore Overlook. (Photo by Ryan Hall)

CELEBRATING CLASS CONTRIBUTIONS

Campaign class giving projects include:

- Class of 1963 - Leader Challenge Tower, Memorial Endowment and Digital *Checkpoints* Archive
- Class of 1968 - Cyber Competition Team and Cemetery Memorial Project
- Class of 1971 - Air Warrior Combat Memorial
- Class of 1974 Forevermore Overlook
- Class of 1976 Spirit of '76 Echelon: A Tribute to the Long Blue Line
- Class of 1979 - Spirit O3 Memorial
- Class of 1981 - HH-3E Static Aircraft Display
- Class of 1984 - Endowment for Cadet Clubs
- Class of 1987 - Endowment for Distinguished Cyber Speakers
- Class of 1988 - Profession of Arms Speaker Series
- Class of 1989 - Endowment for Exemplar Program
- Class of 1994 - Hotel Polaris
- Class of 2003 - Cadet Summer Research Program
- Class of 2010 Endowment for Cadet Morale
- Class of 2013 - Peak Performance Center

Campaign multi-class giving projects include:

- Air Garden Restoration - Classes of 1972, 1975 and 1976
- NCLS endowments - Classes of 1977, 1983, 1993 and 2004
- Madera Cyber Innovation Center - Classes of 1977, 1978, 1979, 1982, 1983 and 1987
- Planetarium and STEM Center - Classes of 1985, 1997 and 1998
- Tuskegee Airmen memorial - Classes 1986, 1990 and 1996

LEGACY GIVING

LEGACY GIFTS SUPPORT FUTURE ACADEMY NEEDS

OFFERING A LEGACY GIFT IN SUPPORT OF A NONPROFIT CAN BE A REWARDING WAY TO MAKE A LASTING IMPACT. LEGACY GIFTS ARE TYPICALLY DESIGNATED IN WILLS, TRUSTS, ESTATE PLANS OR A VARIETY OF OTHER PLANNED GIFTS.

The Defining Our Future campaign aimed to secure \$60 million in legacy gift commitments supporting the Air Force Academy. By the end of the campaign, donors had committed planned gifts worth \$72 million.

“The response has been tremendous, creating opportunities to secure the funding needed for priority projects,” says Dale Zschoche P ’10, executive director of gift planning. “Chiefly, these future gifts will go to endow a program or be used where there is the greatest need.”

Zschoche explained that many legacy gifts are undesignated because the donor may not know what needs will arise 20-30 years in the future. However, donors who wish to offer perpetual funding through endowments have identified specific programs to benefit.

In the future, when some of the declared gifts are realized, programs such as men’s rugby, men’s soccer, academic departments and cadet clubs will be among the beneficiaries of today’s donors’ long-range planning.

“Many people choose to make a legacy commitment as a way to give back,” Zschoche says. “They recognize the foundational lessons they learned as an Air Force Academy cadet, and they’ve reached a station in life where they can afford to leave a legacy.”

Fred ’78 and Cheryl Zeitz explored a variety of giving options when they decided they wanted to support future cadets. One option they chose was deferred charitable gift annuities.

“I just found that I need to give back so that future generations will have the same opportunity,” Fred Zeitz says. “And with the annuities, Cheryl and I are doing just that. The Academy will have a nice gift remaining, and we will have income for the rest of our lives.”

The \$72 million worth of legacy gifts counted in the Defining Our Future campaign includes intended commitments from more than 150 donors aged 65 or older. Gifts from younger donors have also been recorded, but they are not included in the campaign’s totals.

// The USAFA Cadet Honor Guard carries the American flag during Retreat in the fall. (Photo by Trevor Cokley/USAFA)



ATHLETICS

EXCELLENCE ON AND OFF THE FIELD

ATHLETICS UNITE U.S. AIR FORCE ACADEMY CADETS, PROMOTING TEAMWORK, PERSEVERANCE AND MUTUAL RESPECT — KEY ASPECTS OF DEVELOPING WARFIGHTERS TO WIN. DURING THE DEFINING OUR FUTURE CAMPAIGN, DONORS LED THE WAY IN CAPITAL IMPROVEMENTS FOR ATHLETIC FACILITIES AND GENEROUSLY SUPPORTED USAFA'S INTERCOLLEGIATE TEAMS THROUGH A VARIETY OF FUNDS AND ENDOWMENTS.

For example, the Falcon baseball team now plays at Erdle Field, which was renamed to honor the late Brig. Gen. (Ret.) Philip J. Erdle. A \$2.5 million gift from the Erdle family will renovate the stadium, adding modern amenities and expanding the facility.

“To see Dad’s name on the Falcons’ diamond provides well-deserved recognition for his efforts in Air Force athletics,” says Col. (Ret.) Mick Erdle ’76, son of Gen. Erdle.

Campaign donors reinforced the important role of USAFA athletics with gifts to 58 athletic funds, supporting cadet-athletes in baseball, basketball, cross country, fencing, football, golf,

lacrosse, swimming, track, volleyball and more. “I hope that supporting men’s lacrosse allows many others to share that experience while enabling the program to be visible in a positive way and compete at the highest levels,” says Jack Parchman ’08, an early supporter of the Men’s Lacrosse Endowment.

These contributions enable the Academy to attract top-tier coaches, recruit exceptional athletes and provide comprehensive support beyond the fields of friendly strife.

// The Academy’s baseball field was renamed Erdle Field in recognition of a lead gift from the Erdle family during a ceremony on Sept. 1, 2023. (Photo courtesy of Air Force Athletics)



CAMPAIGN COUNTS

2006 DONORS **\$38.5** MILLION RAISED



Col. (Ret.) Mick Erdle '76 and Carolyn Erdle during the Sept. 1 renaming ceremony.
(Photo courtesy of Air Force Athletics)



Among the many endowments supported by donors are:

- The Weichers Endowment for Boxing Excellence
- The Wayne Baughman Endowment for Men's Wrestling
- The Men's Soccer Endowment
- The Mike Blassie '70 Warrior Award for Men's Soccer Endowment
- The Bill '73 & Karen '80 Fox Endowment for Athletics
- The Carole Gilchrist Bassett Award for Outstanding Women's Tennis Endowment
- The Caine-Tonneson Endowment (Women's swimming)

NEW FUNDING PRIORITIES WILL REFOCUS EFFORTS

WHILE THE DEFINING OUR FUTURE CAMPAIGN TRANSFORMED SEVERAL AREAS OF THE AIR FORCE ACADEMY — FROM STATE-OF-THE-ART FACILITIES TO EXPANDED PROGRAMS ACROSS THE MISSION ELEMENTS — THE WORK CONTINUES.

Donor support has been an important part of the Air Force Academy's history since its inception. The Defining Our Future campaign, the largest such effort to date, helped focus fundraising efforts on major Academy priorities. Donors responded in record numbers, contributing more than \$330 million. Building on those successes, the Association of Graduates and Air Force Academy Foundation will continue to work with donors to support important programs and cadet experiences—furthering excellence in all areas of the Academy.

Campaign impact

The impact of the campaign can be described as both immediate and long-lasting. The physical appearance of the Air Force Academy has changed most noticeably on both sides of the North Gate entrance with additional improvements within the cadet area and at Falcon Stadium.

These upgrades reflect a commitment to:

- preparing cadets for a technologically advanced, yet uncertain, future for maintaining peace, defending the nation and winning future conflicts.
- fostering critical thinking among the Cadet Wing as it develops into tomorrow's military and national leaders.
- celebrating the heritage of the U.S. Air Force, the Academy and its graduates.

Future focus

In 2025 and beyond, Association and Foundation staff will strengthen their focus on both alumni relations and fundraising to help even more graduates engage with their alma mater and each other.

"There are three areas where we see graduates and the Academy can benefit from each other: membership, volunteering and philanthropy," says Kelly Banet, executive vice president for development. "We want people to engage. They can become members and be active within the Association of Graduates. They can volunteer locally within chapters or as admissions liaisons. They can make a philanthropic gift in support of their alma mater."

On the philanthropic front, the Association and Foundation will support the priorities of the Superintendent, Lt. Gen. Tony Bauernfeind '91, who assumed command in August 2024. Gen. Bauernfeind has identified overarching priorities related to developing warfighters to win, leaders of character and quality, and adaptable critical thinkers. Fundraisers will seek foundational support for academic programs and the Dean of Faculty mission element as well as long-term support for services for graduate services, including the next-of-kin program and *Checkpoints* magazine.

\$100,000+ Donor List

WE ARE GRATEFUL FOR THE GENEROSITY AND FORESIGHT OF THE FOLLOWING INDIVIDUALS, FOUNDATIONS AND CORPORATIONS WHO HAVE COMMITTED \$100,000 OR MORE TOWARD THE DEFINING OUR FUTURE CAMPAIGN IN SUPPORT OF THE U.S. AIR FORCE ACADEMY. COMMITMENTS INCLUDE CASH DONATIONS, PLEDGES, GIFTS IN KIND AND QUALIFYING ESTATE GIFTS MADE BETWEEN APRIL 1, 2018, AND DEC. 31, 2024.

Academy Research and Development Institute
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Lt. Gen. (Ret.) Marcus A. Anderson '61 and Ms. Ginger G. Anderson

Brig. Gen. (Ret.) John M. Andrew '76 and Ms. Sandra D. Andrew

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2024 // CAMPAIGN AND IMPACT REPORT

