Minutes for AOG Board of Directors July 2026 Meeting
July 24 2026

Approved 16 October 2026

A meeting of the Board of Directors (the "Board") of USAFA Association and Foundation (the "Company"), was held on July 24 2026. Persons present in-person or telephonically were:

Present: Lt. Col. (Ret.) Catherine Almand '90, Chair; Dr. Lee Krauth '72, Vice Chair; Brig. Gen. (Ret.) Christopher "Mookie" Walker '88, Secretary; Christian Evans '08, Treasurer; Col. (Ret.) Hank Hoffman '63, Director; Lt. Col. (Ret.) Garry Dudley '68, Director; Col. (Ret.) Dan Bohlin '71, Director; Col. (Ret.) Bob Lowe '71, Director; Col. (Ret.) William "Trapper" Carpenter '73, Director; Lt. Col. (Ret.) Denny Merideth '73, Director; Lt. Gen. (Ret.) Rod Bishop '74, Director; Gen. (Ret.) David "DT" Thompson '85, Director; Lt. Col. Nate Dial '10, Director; Maj. Jennifer Palicka '11, Director; Maj. Alexander Fogassy '12, Director; Lt. Col. (Ret.) AJ Ranft '73, CAS Vice President; Mark Hille '97, President & CEO; Katie Willemarck, CFO; Kelly Banet, EVP of Development; Chris Bennett '93, EVP of Alumni Relations; Wyatt Hornsby, SVP of Marketing and Communications; Mary Elsner, EA to the President & CEO; Molly Staley, EA to the EVP of Development and Boards; Toby Lortz, Director of IT; Tony Capistrano, Systems Administrator & Help Desk Manager; Kawika Dembroski, IT Support Specialist

Apologies: Col. (Ret.) John Cinnamon '91, CAS President

Notes: Director Hoffman and Director Fogassy attended virtually.
Director Dial joined virtually at 0805 MT.
Director Dudley joined in-person at 0815 MT.

Call to Order / Moment of Silence / Pledge of Allegiance

The meeting was called to order at 8:01 a.m. Attendees were reminded that the meeting was being live streamed and were asked to ensure phones were silenced, side conversations minimized, and microphones used appropriately. A swear jar was introduced to encourage directors to state their names before speaking, as this assisted the AI transcription system and helped online members identify speakers. Proceeds from the jar were designated for donation to the Air Force Academy Fund.

Director Walker conducted roll call to confirm a quorum. Thirteen directors were present, with additional directors expected to join later. Vice President of the CAS, AJ Ranft, attended in place of Director Cinnamon. A quorum was confirmed, and the board proceeded with official business.

A moment of silence was observed for those who serve and have served. The Pledge of Allegiance was recited.

Director Dial joined virtually at 0805 MT. Director Dudley joined in-person at 0817 MT.

Duty of Care, Loyalty and Obedience

Chair Almand reminded board directors of their fiduciary responsibilities, including the duty of care, duty of loyalty, and duty of obedience. The chair requested that these principles be held in mind throughout the day's business. The chair reflected on recent accomplishments, including General Valpiani's visit, the all-graduate survey, the commissioning of 931 to second lieutenants, the Class of 2030 Appointee and Family Welcome Day, and the upcoming Distinguished Graduate Award ceremony. The chair emphasized that the mission moved forward daily due to the outstanding staff and expressed gratitude for their work. The chair acknowledged ongoing board governance questions and stated that the board should define itself by its service to 57,000 graduates rather than by disagreements.

Approval of Consent Agenda

Director Walker moved to remove the draft minutes from the April meeting from the consent agenda for correction. Director Merideth seconded the motion. The motion carried unanimously by voice vote.

The modified consent agenda, excluding the April minutes, was then moved for approval by Director Almand. Director Walker seconded the motion. The approval of the modified consent agenda carried unanimously by voice vote.

Approval of Agenda

Director Merideth moved to amend the agenda to add a membership minute after the approval of the agenda. Director Bohlin seconded the motion. Discussion ensued regarding the frequency and effectiveness of membership minutes. The chair noted that three membership minutes had been held in October, February, and April, with a total of sixteen speakers and twelve unique speakers. The chair suggested that two membership minutes per year would be more effective and encouraged members to use the contact form on the website or reach out to their CAS representatives. Director Merideth emphasized the importance of hearing directly from members. Director Lowe and Director Evans expressed concerns about time constraints and the repetitive nature of speakers. Director Fogassy supported the membership minute, stating it demonstrated that the board listened to members.

Director Krauth called the question. The motion to call the question carried by voice vote.

A roll call vote was taken on the motion to add the membership minute.

Almand - nea; Krauth - abstain: Walker - yea; Evans - nea; Hoffman - yea; Dudley - nea; Bohlin - yea; Lowe - nea; Carpenter - nea; Merideth - yea; Bishop - yea; Thompson - yea; Dial - nea; Walters - nea; Fogassy - yea; Cinnamon - offline during vote.

The motion did not carry with 7 - yea; 7 - nea; 1 - abstain

The chair proposed adding discussion of the April minutes amendment before staff reports. Director Merideth seconded the motion. The motion carried unanimously by voice vote.

Unfinished Business

The board proceeded to amend the April meeting minutes. Director Walker was requested to read the amended portion. Director Walker stated that on the second page of the minutes, in the membership minutes, Dr. Ron Scott's statement should be amended to read: "Ronald Scott, class of 73, called upon the board of directors and staff to more vigorously adhere to the core values of integrity first, service before self, and excellence in all we do."

Director Walker moved to make that correction. Director Almand seconded the motion. No discussion occurred. The motion to correct the April minutes carried unanimously by voice

vote.

Staff Report

The Staff Reports contained three sections: Mark Hille - CEO Report, Chris Bennett - Reunions Report, and Mark Hille - Grad Survey Report

Mark Hille, President & CEO, provided updates on strategic plan outcomes through the first half of the year. Colonel (Ret) Chris Bennett was introduced as the new Executive Vice President of Alumni Relations. The CEO discussed cadet engagement initiatives, including the Cadet Enrichment Fund and the Firstie Departure Initiative, which prepares graduating cadets for life as young officers. The Chapter Presidents Conference is scheduled for September 3 through 5. The Distinguished Graduate Award Memorial was unveiled, and the awards program was expanded to include the Young Alumni Excellence Award, Leadership Achievement Award, and Sullenberger Award for Courage.

Philanthropy efforts showed strong results in the first half of the year, with contributions and earned revenue exceeding goals. Sponsorship revenue surpassed the $750,000 goal within six months. Participation in annual giving was 7 percent ahead of the previous year. The CEO emphasized the importance of increasing participation, especially among graduates under the age of 50.

Stewardship activities included the production of two clean audits and three professional 990 forms on time. Annual statements, impact reports, and donor reports were delivered on schedule. The gift fund management team monitored all donated funds and requested funding back from the Academy if not spent in a timely fashion. A notification process for grants would be proposed later in the year.

Communication efforts included the launch of an updated brand and new website in 2025, implementation of a process for tracking and celebrating key promotions and appointments, and regular updates to the strategic communications plan and crisis communications plan. The customer service team was praised for being responsive and professional. The strategic plan called for expansion of heritage content and online class histories, with the class of 1963 serving as a trailblazer.

Organizational excellence initiatives included maintaining succession plans, conducting annual performance reviews, and improving employee recognition and onboarding. A pulse survey was launched to assess employee satisfaction, with results expected in mid-August. The CEO noted that the organization had a strong reputation at the Academy and was among the first stops for new USAFA leaders. The CEO also discussed engagement

with elected and appointed officials in Washington, D.C., and support for the AOG nominating committee in executing the 2027 AOG Board election.

Chris Bennett, Interim EVP of Alumni Relations, provided an update on reunion planning and execution. He emphasized the partnership between the AOG, Armed Forces Reunion, and USAFA strategic communications. Reunion objectives included reconnecting graduates and exposing them to current Academy life. Classes were given two general options: a full reunion experience coinciding with a football weekend or an out-of-cycle reunion. The AOG provided planning guidance and worked with classes to select dates, with a priority system based on reunion year. Armed Forces Reunion provided administrative and registration services, resulting in a 20 percent increase in overall reunion attendance. The 2026 schedule included thirteen reunions, with nine scheduled for the fall football weekends.

Mark Hille, President & CEO, provided a brief update on the graduate survey, noting 20 percent participation and nearly 9,000 graduates sharing their perspectives. Pride in the Academy was high but had slipped since 2022, especially among younger graduates. Primary focus remained on supporting the Academy, serving graduates, and preserving heritage. A coordinated communications effort was planned for late August and early September, including a full survey report, executive summary, and September Checkpoints story.

Director Bishop raised concerns about the cover of the Checkpoints magazine, which featured a patch used by the Air Force Academy Athletic Department. The CEO stated that approximately ten comments were received from graduates, and concerns were shared internally and with the Academy. Director Bishop also noted that pride was down 12 percent and suggested that advocacy should be discussed at a future meeting.

Class Advisory Senate

AJ Ranft, Vice President of the CAS, provided an update on behalf of the President, John Cinnamon, who was unable to attend in person. The CAS had transitioned from primarily informational discussions to also conducting advocacy work. The CAS planned to research the bed and breakfast program for new appointees before induction, which had been terminated. The CAS also planned to address issues with the golf course, which had not been supportive of reunion tee times. Base access difficulties were identified as another area for potential advocacy.

Director Lowe recommended exploring the printing of a hard copy graduate directory periodically, suggesting it could be funded by a donor. AJ Ranft noted that the recommendation had been discussed and would be approached. AJ Ranft reported that the most recent CAS meeting had approximately 23 people online and 20 people in person, with primarily older classes attending in person and better participation from younger classes online. The CAS meeting schedule is posted on the website two years out.

Director Thompson suggested that the CAS could play a role in communicating about the AOG Board election. Director Evans asked about accountability for CAS members who were historically less engaged. AJ Ranft stated that the President had contacted class presidents whose senators had not been engaged and that the Senate was discussing ways to improve participation.

Committee Reports

Director Dial provided the Nominating Committee report. The committee discussed courses of action for how directors should conduct themselves during the election. The committee recommended that all candidates refrain from disparaging remarks and that directors be allowed to endorse candidates via private means, defined as platforms owned by the individual, such as personal social media or email, but not AOG mass communications. The 2026-27 awards process was outlined, with the award period opening September 1 and closing December 15. The committee clarified eligible years for each award, reduced letters of recommendation and CVs to no more than two pages and established that selection committees would sit for three years. A consideration and cooling-off period was introduced, with cooling-off periods of two years and consideration periods varying by award. Rubrics were developed for each award to help distinguish between packages and guide scoring. The committee was asked to provide information on civilian recognition, including the potential for enhancing the honorary AOG membership ceremony and the cost of adding a civilian award similar to West Point's Thayer Award. The committee planned to provide a recommendation in February 2027.

Director Merideth proposed a civilian award, but the committee determined that more information from the staff was needed. Director Hoffman noted that the list of Thayer Award honorees appeared political. Director Thompson expressed concern about the cost and questioned the benefit to the AOG. Director Dudley noted that a civilian award would compete with the superintendent's DSA award. Director Walters questioned whether the award would drive engagement. Director Carpenter suggested that the institution should decide on the Thomas D. White Award before taking on a new civilian award. Director

Merideth clarified that the nominating committee had not been asked to develop a plan but to provide input. The chair asked whether the award should be proposed by the nominating committee or by an individual director via a motion. Director Evans suggested that the staff should also explore how the AOG could support existing Academy awards. Director Merideth stated that the Thomas D. White Award had been effectively retired since 2012. Director Thompson suggested that the staff provide information to the nominating committee in October, with the committee making a recommendation in February. Director Merideth recommended pushing the timeline further to the right due to staff and committee workload. Merideth suggested that it not be addressed until April 2027.

Director Krauth provided the Governance Committee report. The committee unanimously approved a revision and update to Policy Category 3 of the Governance Policy Manual. The committee found the current policy to be cumbersome, outdated, difficult to understand, and redundant. General Volcheff and Director Merideth conducted the work on the revision. The revised policy eliminated rigidity from the Carver model while maintaining appropriate boundaries between the board and staff. The clean copy was two and a half pages long and included a summary, timeline, and graph. Director Krauth moved to adopt the revised policy. Director Evans seconded the motion. No discussion occurred. The motion passed unanimously by voice vote.

Director Carpenter provided the Audit Committee report. The committee, along with CFO and her team, completed the audit for calendar year 2025 and the IRS Form 990. Both documents were approved unanimously. Director Carpenter praised the team for their work.

Director Thompson provided the External Communications Committee report. The committee reviewed the strategic communications plan, which provided an enterprise-wide framework for how the AOG communicated to all audiences. The plan aligned marketing and communications activities across the association and foundation and allowed the organization to toggle between speaking for the AOG, the Association of Graduates, or the Air Force Academy Foundation. The plan included a communications matrix that inventoried all communications, frequency, audience, and key performance indicators. The crisis communications plan was a standalone plan that had been used frequently and served the organization well. The committee planned to develop an Executive Communications and Engagement Plan for the Board of Directors by October, which would be independent from and supplement the strategic communications plan. The plan would focus on board communications and could be used for routine communications or crisis response.

SVP of Marketing and Communications, Wyatt Hornsby, provided an overview of the strategic communications plan, noting that it allowed the organization to communicate as the association and foundation or toggle to speak for the AOG or the Air Force Academy

Foundation. The plan included imperatives such as strengthening and protecting the reputation and brand, increasing awareness of mission and impact, deepening graduate pride and engagement, telling stories and preserving heritage, supporting philanthropy, and maintaining readiness to respond to crises. Draft messaging was provided for the Association and Foundation, the Association of Graduates, and the Air Force Academy Foundation, as well as for specific programs and initiatives.

Director Thompson discussed hot topics, emergencies, and special interest items, including leadership transitions at the Academy, faculty and curriculum changes, correction of military records related to the executive order, and the upcoming AOG Board election. Director Bishop noted that Congressman Crank had announced that the Secretary of the Air Force would restore funding for civilian positions and that the Academy had received approval to grow from 4,000 to 4,400 cadets. Director Thompson requested help from directors in understanding metrics on the correction of military records. Director Thompson emphasized the responsibility of directors to communicate facts about the election to the graduate community. Director Bishop raised concerns about the AFAAC recommending that the Air Force Academy drop from FBS to FCS in football and suggested that the ECC could be involved in advocacy on this issue. Director Thompson noted that the CEO and he had met with the superintendent to ask where help was needed and encouraged directors to feed issues to the ECC.

Director Thompson discussed the upcoming capital campaign, which was scheduled to run from 2028 through the early 2030s with a goal of $500 million. The planning phase was underway, and the planning committee was engaging with organizations that could benefit from the campaign, including the AOG. Director Thompson planned to solicit input from directors on priorities for the AOG to provide to the campaign committee. The board would discuss and categorize priorities at the October workshop.

Director Merideth thanked Director Thompson and Wyatt Hornsby for their work and asked how the ECC would integrate with the staff without stepping across the line. Director Thompson stated that the external engagement plan would address this question and that most of the work would stay with the staff. Director Lowe asked about communication with the Board of Visitors. Mark Hille, President & CEO, stated that BOV meetings were open to anyone, that Wyatt Hornsby's team produced a summary for all graduates, and that the CEO engaged with individual BOV members. A joint dinner between the BOV, AOG directors, and Foundation directors was planned for October. Director Walters asked about the effectiveness of crisis communications. Wyatt Hornsby stated that the goal was to achieve resolution and that the organization was very responsive to communications from graduates. Director Lowe requested increased situational awareness on BOV activity, suggesting that a rundown be provided to directors shortly after BOV meetings. Director Evans suggested that directors should take responsibility for attending BOV meetings if they

wanted to know what was happening.

Chair Almand reviewed items in the parking lot. Director Lowe's request for class engagement with class presidents of the classes of 2025 through 2028 was discussed. Director Dial offered to discuss alternative avenues offline. Director Fogassy's concern about board members patronizing other board members was referred to the Governance Committee for inclusion in the Code of Conduct. Director Bohlin's concern about member conduct at the April 24 Noon Meal Formation had been addressed, with the AOG including a conduct statement with all future event registrations. Director Bishop's concerns about board minutes accuracy, press release content, and conduct of board leadership were scheduled for a virtual workshop. Director Bohlin requested that the workshop also include discussion of committees providing minutes when they have meetings.

Actions included the Nominating Committee providing a recommendation on civilian recognition in February 2027, the staff providing information on civilian recognition to the Nominating Committee in October, the Governance Committee addressing board member conduct concerns in the Code of Conduct, the staff including a conduct statement with all future event registrations, the chair scheduling a virtual workshop to discuss board minutes accuracy, press release content, and conduct of board leadership, Director Thompson soliciting input from directors on AOG priorities for the capital campaign, and the board discussing and categorizing capital campaign priorities at the October workshop.

Lunch

Lunch was available at 11:30 a.m. The board reconvened at noon.

Director Proposed Motions

Motion Title: Diamond Anniversary Celebrations

Director Merideth moved that the Board encourage the CEO, in collaboration with the Board and with appropriate USAF Academy offices, to conduct planning to blend Diamond Anniversary Year Celebrations in 2029 commemorating the 75th Anniversary of the establishment of the USAF Academy on April 1, 1954, and the 70th Anniversary of the graduation and commissioning on June 3, 1959 of the first class of the USAF Academy. The CEO was to brief the Board on the planning and costs at the April 2027 BOD Meeting.

Director Bohlin seconded the motion.

Director Merideth explained that the purpose was to formalize the planning process for a significant milestone and to ensure that the Board's input was included. The motion was not socialized in accordance with governance policies. Director Evans asked about the current plan from the AOG staff. Mark Hille, President & CEO, stated that there had not been significant planning yet and that serious planning typically began about 18 months out. Director Thompson asked whether the motion was requesting economy of force planning rather than detailed planning. Director Merideth confirmed that the motion was not asking for detailed planning but for advanced coordination. Director Krauth noted that the governance committee wanted to separate the 75th Diamond Anniversary from the class reunion. Director Evans stated that he could see the benefit of getting ahead of coordination efforts. A roll call vote was taken.

Almand - nea; Krauth - yea: Walker - yea; Evans - yea; Hoffman - yea; Dudley - abstain; Bohlin - yea; Lowe - yea; Carpenter - yea; Merideth - yea; Bishop - yea; Thompson - yea; Dial - abstain; Walters - yea; Fogassy - offline during vote; Cinnamon - offline during vote.

The motion carried with 11 - yea; 1 - nea; 2 - abstain

Motion Title: Resolution of Endorsement for U.S. House of Representatives H.R. 9106 Robert Lodge Medal of Honor Act

Director Merideth moved for Board approval of the following resolution:

RESOLUTION OF ENDORSEMENT IN SUPPORT OF H.R. 9106 THE ROBERT LODGE MEDAL OF HONOR ACT

WHEREAS, the Medal of Honor is the United States' highest military decoration, reserved for members of the Armed Forces who distinguish themselves through conspicuous gallantry and intrepidity at the risk of life above and beyond the call of duty; and

WHEREAS, the United States Air Force Academy Association of Graduates exists to support the Academy, serve our graduates, and preserve the magnificent heritage of the Long Blue

Line; and

WHEREAS, Major Robert "Bob" Alfred Lodge, USAF Academy Class of 1964, embodied the Academy's core values of Integrity First, Service Before Self, and Excellence in All We Do throughout his legendary military career; and

WHEREAS, Major Lodge flew 186 combat missions, shot down three enemy MiG-21s, and earned five Silver Stars—distinguishing himself as the single most decorated Silver Star recipient in the entire history of the United States Air Force; and

WHEREAS, as the Chief of Fighter Tactics for the 432nd Tactical Reconnaissance Wing, Major Lodge revolutionized F-4 Phantom combat tactics, integrated critical beyond-visual-range radar modifications, and planned the air-to-air strategies that allowed American aviators to reclaim the skies over Vietnam; and

WHEREAS, on May 10, 1972, while leading a combat mission during Operation Linebacker, Major Lodge's aircraft was severely crippled by enemy forces deep in hostile territory; and

WHEREAS, possessing highly classified war plans, fighter operational tactics, and intelligence that would have catastrophic consequences if compromised under enemy interrogation, Major Lodge deliberately chose to ride his aircraft to his death rather than ejecting into enemy hands; and

WHEREAS, Major Lodge's ultimate sacrifice to protect his nation and fellow aviators represents the absolute highest pinnacle of military valor, for which he was posthumously honored by his alma mater with the 1975 Jabara Award for Airmanship; and

WHEREAS, legislation H.R. 9106, the Robert Lodge Medal of Honor Act, with bipartisan support had been introduced to waive statutory time limits and authorize the President to posthumously present Major Lodge with the Medal of Honor; now, therefore, be it

RESOLVED, that the United States Air Force Academy Association of Graduates formally registered its unyielding endorsement and support for H.R. 9106 to honor one of our most heroic graduates; and be it further

RESOLVED, that we called upon all USAF Academy graduates, chapters, and the broader defense community to actively advocate for the swift passage of this bill; and be it further

RESOLVED, that copies of this resolution be transmitted to the Superintendent of the U.S. Air Force Academy, the Air & Space Forces Association, and the leadership of the House and Senate Committees on Armed Services.

Director Krauth seconded the motion.

Chair Almand proposed an amended motion:

RESOLUTION OF ENDORSEMENT IN SUPPORT OF AWARDING THE MEDAL OF HONOR TO MAJOR ROBERT "BOB" LODGE

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

WHEREAS, the Medal of Honor is the United States' highest military decoration, reserved for members of the Armed Forces who distinguish themselves through conspicuous gallantry and intrepidity at the risk of life above and beyond the call of duty; and

WHEREAS, the United States Air Force Academy Association of Graduates exists to support the Academy, serve our graduates, and preserve the heritage of the Long Blue Line; and

WHEREAS, Major Robert "Bob" Alfred Lodge, USAF Academy Class of 1964, embodied the Academy's core values of Integrity First, Service Before Self, and Excellence in All We Do throughout his legendary military career; and

WHEREAS, Major Lodge flew 186 combat missions, shot down three enemy MiG-21s, and earned five Silver Stars—distinguishing himself as the single most decorated Silver Star recipient in the entire history of the United States Air Force; and

WHEREAS, as the Chief of Fighter Tactics for the 432nd Tactical Reconnaissance Wing, Major Lodge revolutionized F-4 Phantom combat tactics, integrated critical beyond-visual-range radar modifications, and planned the air-to-air strategies that allowed American aviators to reclaim the skies over Vietnam; and

WHEREAS, on May 10, 1972, while leading a combat mission during Operation Linebacker, Major Lodge's aircraft was severely crippled by enemy forces deep in hostile territory; and

WHEREAS, possessing highly classified war plans, fighter operational tactics, and intelligence that would have catastrophic consequences if compromised under enemy interrogation, Major Lodge deliberately chose to ride his aircraft to his death rather than ejecting into enemy hands; and

WHEREAS, Major Lodge's ultimate sacrifice to protect his nation and fellow aviators represents the absolute highest pinnacle of military valor, for which he was posthumously honored by his alma mater with the 1975 Jabara Award for Airmanship; now, therefore, be it

RESOLVED, that the United States Air Force Academy Association of Graduates hereby endorsed and supported the posthumous award of the Medal of Honor to Major Robert "Bob" Alfred Lodge, Class of 1964, in recognition of his extraordinary valor, sacrifice, and service, and affirmed that his life and ultimate sacrifice embodied the finest traditions of the Long Blue Line; and be it further

RESOLVED, that the Board of Directors expressed its support for efforts by appropriate authorities to ensure that Major Lodge's service and sacrifice received full and proper recognition commensurate with his valor and dedication to this nation; and be it further

RESOLVED, that copies of this resolution be transmitted to Major Lodge's family and to the Superintendent of the U.S. Air Force Academy, and be made available to AOG members.

Chair Almand moved the amended motion. Director Krauth seconded the amended motion.

Director Merideth explained that Major Lodge was a 1964 graduate who was killed in 1972 and was recognized as one of the most knowledgeable and action-oriented tacticians in the Air Force during the Vietnam War. He received the Silver Star due to classification of Combat Tree, which prevented him from being considered for the Medal of Honor at the time. The resolution was intended to formally register the AOG's endorsement of efforts to obtain a waiver allowing the President to award the Medal of Honor. The chair proposed an amendment to change the resolution from advocating for specific pending federal legislation to supporting Major Lodge being considered for the Medal of Honor. The amendment also modified whom the AOG was asking to carry the word forward. The chair expressed concern about having the AOG endorse specific pending federal legislation and directing advocacy to graduates and chapters. Director Merideth stated that he could support the amendment because it removed direct reference to legislation and referred to support and endorsement of efforts. Director Hoffman stated that he knew Major Lodge personally and that he richly deserved the Medal of Honor. Director Evans asked about the target audience for the resolution. Director Merideth stated that the target audience was AOG members, other associations, individuals, and the family, and that the decision makers on the waiver were Congress. Director Bishop asked whether the amended motion did what Director Merideth wanted it to do and whether it had been run through lawyers. The chair confirmed that the reason for the amendment was to avoid directly supporting legislation. Director Thompson stated that he supported the amended resolution and that the right people should look very seriously at reevaluating the case. Director Krauth asked whether the amendment would accomplish the goal. Director Merideth stated that it was not as forceful as he wanted but was a compromise. Director Lowe supported the amended motion but raised concerns about setting a precedent and suggested that the staff look at a better process for future cases. Director Merideth agreed that this should be included in a

future seminar on advocacy. Director Krauth called the question. The motion to call the question carried by voice vote.

A roll call vote was taken on the motion to amend the motion.

Almand - yea; Krauth - yea: Walker - yea; Evans - yea; Hoffman - yea; Dudley - yea; Bohlin - abstain; Lowe - yea; Carpenter - yea; Merideth - nea; Bishop - yea; Thompson - yea; Dial - yea; Walters - yea; Fogassy - yea; Cinnamon - offline during vote.

The motion carried with 13 - yea; 1 - nea; 1 - abstain

A roll call vote was taken to approve the amended motion. The amended motion included the original motion with the added amendment submitted by Chair Almand.

Almand - yea; Krauth - yea: Walker - yea; Evans - abstain; Hoffman - yea; Dudley - yea; Bohlin - yea; Lowe - yea; Carpenter - yea; Merideth - yea; Bishop - yea; Thompson - yea; Dial - yea; Walters - abstain; Fogassy - yea; Cinnamon - offline during vote.

The motion carried with 13 - yea; 0 - nea; 2 - abstain

Executive Session

The Chair noted that the remaining agenda items required executive session pursuant to Article V, Section 8(c). Director Dudley moved to enter executive session. Director Krauth seconded the motion. The motion carried by unanimous voice vote. The Chair thanked directors and guests attending in person and via videoconference and noted that the ring unveiling ceremony would take place in Yost Plaza at 2:30 p.m.

The Board entered executive session at 12:50.

Director Cinnamon joined virtually.

In executive session, the Board considered a motion regarding CEO Evaluation and Compensation. Following discussion and a recorded vote, the motion carried. The Board then considered a motion regarding a Governance Matter. Following discussion, a vote was taken by secret ballot, with the directors attending virtually casting their votes through the Secretary. The Chair announced that the motion carried.

A motion to exit executive session was made and seconded. The motion carried by voice vote. Executive session concluded at 14:25.

The Board returned to open session. The Chair announced that the Governance Matter motion had carried and read the motion aloud.

The meeting was adjourned at 15:40.

Note on subsequent correction: On August 4, 2026, Director Merideth brought the voting calculation to the Chair's attention. Upon review of Article V, Section 10(d) of the AOG Bylaws, the Chair concurred that the announcement was in error. With 16 directors present, a simple majority of directors present required nine affirmative votes. One director did not vote; the recorded vote was 7 affirmative, 5 negative, and 3 abstentions. The motion did not carry, and the Board took no action on it. The Chair notified the Board of the correction in writing on August 26, 2026, and corrected the record in open session at the Special Meeting of October 15, 2026. The Chair has since referred a proposed bylaws amendment clarifying the voting calculation to the Governance Committee.

Respectfully submitted,

Secretary of the Meeting

Date signed:

AOG Board of Directors Meeting

24 July 2026

Doolittle Hall Assembly

3116 Academy Drive

USAF Academy, CO, 80840

AOG Board of Directors 24 July 2026 Meeting

DRAFT AGENDA

I. Call to Order / Moment of Silence / Pledge of Allegiance

Cathy Almand '90

II. Duty of Care

Cathy Almand '90

III. Approval of Consent Agenda

Cathy Almand '90

i. Draft Minutes - 24 April 2026 Board Meeting

Christopher Walker ’88

ii. Provisional Minutes - 5 May 2026_E-Vote_AOG 2025 Audit and IRS Form 990

Christopher Walker ’88

iii. 2.5 Monitoring Report - Asset Protection

Mark Hille '97, President & CEO

iv. 2.6 Monitoring Report - Investment Management

Mark Hille '97, President & CEO

v. 2.13 Monitoring Report - Annual Audit Report

Mark Hille '97, President & CEO

vi. Constitution to Cadet Wing Motion Response

Mark Hille '97, President & CEO

vii. Financial Report

Katie Willemarck, CFO

viii. "One Thing" Commitments

Cathy Almand '90

ix. Follow-up from April Engagement Strategy Inquiry

Cathy Almand '90

IV. Approval of Agenda

Cathy Almand '90

V. Staff Reports

i. President & CEO

Mark Hille '97, President & CEO

ii. Alumni Relations - Reunions Report

Chris Bennett '93, Interim EVP of Alumni Relations

iii. Grad Survey Report

Mark Hille '97, President & CEO

VI. Class Advisory Senate

AJ Ranft '73 for John Cinnamon '91

VII. Break

VIII. Committee Reports

i. Nominating Committee

Nathan Dial '10

ii. Governance Committee

Lee Krauth '72

iii. Audit Committee

William "Trapper" Carpenter '73

iv. External Communications Committee

David "DT" Thompson '85

IX. Working Lunch

X. Director Proposed Motions

Cathy Almand '90

i. Director Merideth - Diamond Anniversary Planning

Denny Merideth '73

ii. Director Merideth - Resolution for Endorsement

Denny Merideth '73

XI. Executive Session

Cathy Almand '90

Article V, Section 8, C - When considering matters pertaining to nominations for directors or committee members or involving the employment, promotion, discipline, or dismissal of an officer, employee, member, or agent of the AOG.

i. Motion on Governance Matter

ii. CEO Evaluation and Compensation Procedure

CALL TO ORDER

MOMENT OF SILENCE

PLEDGE OF ALLEGIANCE

Duty of Care, Duty of Loyalty, Duty of Obedience

Duty of Care:

- Directors must act:
- In good faith; With prudence and diligence
- In a manner the Director reasonably believes to be in the best interests of the nonprofit

Duty of Loyalty:

- Directors are obligated to put the organization's interest ahead of any personal, private or competing interest,
- Included in the Duty of Loyalty is the Duty of Confidentiality
- Directors must not disclose confidential information discussed at a board meeting,
- Directors must not disclose personal information that they've received as part of their position on the Board;
- Directors must not share outside the AOG information obtained as part of their position, including sharing discussions and/or arguments within Board deliberations once the Board has decided on the matter.

Duty of obedience:

- Directors responsible for ensuring the organization complies with federal, state, & local laws
- Directors must ensure the organization's and their individual activities comply with the AOG's stated mission and purpose, as well as the Board's own internal guidance, bylaws, and policies;
- Directors must carefully guard against any conflict of interest This includes not merely financial conflicts of interest, but any conflict of interest with a Director's other personal, business, social and political interests

APPROVAL OF CONSENT AGENDA

BOARD OF DIRECTORS REGULAR MEETING
24 April 2026 Meeting Minutes
DRAFT

Board Directors Present: Cathy Almand ’90, Chair; Lee Krauth ’72, Vice Chair; Christopher Walker ’88, Secretary; Christian Evans ’08, Treasurer; Hank Hoffman ’63; Garry Dudley ’68; Bob Lowe ’71; Dan Bohlin ’71; William Carpenter ’73; Denny Merideth ’73; Robert Bishop ’74; David Thompson ’85; Nathan Dial ’10; Jennifer Walters ’11; Alexander Fogassy ’12.

Recorder: Ginny Caine Tonneson ’80.

Board Directors Present via Videoconference: John Cinnamon ’91, President, Class Advisory Senate (*joined at 8:12 a.m.*).

AOG Staff Present: Mark Hille ’97, AOG/AFAF President/CEO; Katie Willemarck, AOG/AFAF CFO; Kelly Banet, EVP of Development; Michael Cornelius ’00, EVP of Alumni Relations; Wyatt Hornsby, AOG/AFAF SVP of Marketing and Communications; Mary Elsner, Executive Assistant to the President and CEO; Molly Staley, Executive Assistant to the EVP of Development and Boards; Toby Lortz, Director of IT; Eli Alvarado, IT Support Specialist; Tony Capistrano, Systems Administrator and Help Desk Manager; Skip Morgan ’72, Of Counsel.

AOG Members Present: Edwin Montgomery Jr ’59, Lucky Ekman ’63, Ron Olds ’69, Michael Rose ’69, Ronald Scott ’73, Bentley Rayburn ’75, Randy Helms ’79, Barb Brennan ’84, Ken Ekman ’91.

AOG Members Present via Videoconference: Don Sutton ’68, John Mutari ’78, Jeff Marinovich ’88, Kevin Divers ’98.

I. Call to Order/Chairman’s Welcome

Chair Almand called the meeting to order at 8:05 a.m. MDT on Friday, 24 April 2026. A roll call was conducted and a quorum was confirmed.

II. Shared Values and Duty of Care, Loyalty, and Obedience

Chair Almand talked about the shared value of commitment from Space Force Handbook 1-1. She reminded the Directors of their duty of care, loyalty, and obedience. She spent a moment talking about the 50th anniversary of women being

accepted to the service academies. She noted that subsequent to the February meeting, the Board had a special meeting in which it approved adjustments to the CEO's compensation and renewed the CEO's contract.

III. Membership Minute *The views expressed by AOG members during the Membership Minute portion of the agenda are those of the individual speakers and do not necessarily reflect the views of the Board.*

Chair Almand gave those AOG members who wanted to speak two minutes to do so:

- Michael Rose '69: Talked about conflicts between the Articles of Incorporation and Bylaws and conflicts between various Bylaws.
- Ronald Scott '73: Requested more vigorous adherence to Core Values within the Board, specifically in opposition to Diversity, Equity, and Inclusion.
- John Murtari '78: Talked about how USAFA is not training warriors, how we need a distinction between ROTC and USAFA, and how the AOG needs to be a non-political voice.

IV. Consent Agenda

The consent agenda included the 19 February 2026 Meeting Minutes (Attachment 1), 3 April 2026 Special Meeting Minutes (Attachment 2), CEO Monitoring Reports (2.1 Treatment of Members and Other Constituents, 2.9 Board Awareness and Support, 2.12 AOG-AFA Foundation COA) (Attachment 3), Q1 Financial Reports (Attachment 4), Affinity Group Criteria for Good Standing (Attachment 5), and National Capital Region COAs (Attachment 6).

Director Krauth requested moving the 19 February 2026 Meeting Minutes to the regular agenda for discussion. A suggestion was made for the AOG members who plan to speak during the Membership Minute to provide the topic when they sign up.

MOTION: Chair Evans moved and Director Dial seconded to approve the consent agenda as modified. The motion passed unanimously.

V. Agenda

MOTION: Chair Almand moved and Director Dudley seconded to approve the agenda with the addition of the discussion of the 19 February 2026 Meeting Minutes after Section XI (Reports of Committees) and before Section XII (Task Force). The motion passed unanimously. The approved agenda is in Attachment 7. *(The sections have been renumbered in the Minutes.)*

MOTION TO AMEND: Director Merideth moved and Director Fogassy seconded to amend the agenda to delete Section IX (Strategic Inquiry) from the agenda. The

motion to amend failed by a vote of 6-8 (Directors Almand, Evans, Dudley, Lowe, Carpenter, Dial, Walters, and Cinnamon against) with two abstentions (Directors Krauth and Thompson).

The original motion passed unanimously.

VI. Staff Update (Attachment 8)

a. CEO Report

CEO Hille provided an update on strategic priorities and organizational performance. Under engagement, efforts are underway to revitalize AOG chapters, but they have not made the progress they had envisioned. The NextGen initiative continues to expand, and the graduate survey has been completed, with results to be shared in the coming months. He noted that engagement among younger graduates remains a significant challenge. In the area of philanthropy, the organization achieved its strongest first quarter on record in both contributions and unrestricted revenue. However, graduate participation remains a concern. They are focused on class-based connections, looking to see if our approach is encouraging graduates to engage or stay away.

In stewardship, improvements have been made in reporting and communication with donors, although challenges persist in tracking funds once they are transferred to the Academy. We are making progress in our enhanced special status, which will make it easier to execute our mission. Communications efforts included enhanced functionality on the website and improved processes for sharing updates with members. In organizational excellence, succession planning has been implemented, and efforts continue to strengthen staff capacity and organizational effectiveness.

CEO Hille noted the importance of providing the new senior USAFA staff with a deeper understanding of our mission and the expansion of our presence in the National Capital Region. He discussed the election and stated that the goal was to maximize participation with a stretch goal of 30% of members voting.

Board discussion focused on stewardship challenges, including difficulties related to managing gift funds with the Academy. CEO Hille noted that he has perfect confidence that every dollar we receive is carefully tracked on our side and given to the Academy with the express intent of the donor. Discussion also included compliments on improved transparency, the continued need to provide a forum for graduate perspectives, our special status under the National Defense Authorization Act (NDAA), and how chapters can be a conduit for new graduates.

b. EVP of Alumni Relations Report

EVP Cornelius began with an update on the affinity groups. The guidelines for the groups were provided in a read-ahead. He noted that we are moving forward with a 6-month pilot program to expand our presence in the National Capital Region. He will report on the progress at the October Board meeting. He gave a history of the 2022 graduate survey, noting that the results of the 2026 survey will inform the action plan for 2026. He talked about enhancements to career services, including the implementation of a personalized "concierge" approach to graduate transitions. This model provides individualized support through intake sessions, career planning, resume review, and interview preparation. He then discussed the issues with the Service Academy Career Conference (SACC) to include declining attendance and a reduction in company involvement, especially those related to aviation. In response, the team has expanded company contacts and increased outreach efforts. The program aims to serve a significantly larger number of graduates annually and better align services with graduate needs. A short discussion ensued about why SACC does not invite the airlines, how different conferences might apply more to USAFA graduates, and potential locations for future conferences.

Director Thompson departed at 9:00 a.m.

Three AOG Chapter Presidents were then given an opportunity to speak.

- Don Sutton reported that the Granite State Chapter covers all of New Hampshire and extends to Vermont and Maine due to the absence of chapters in those states. Most activities are held in southern New Hampshire, where the majority of members—primarily retired or civilian—reside. He emphasized the need for a more cooperative relationship between chapters and the AOG to improve graduate participation. He noted that access to graduate contact information is essential and that relying on the AOG to distribute communications is ineffective. He recommended better coordination with chapters when planning local events, additional interaction time at Chapter Presidents' Conferences, and expanded reimbursement to support attendance from all chapters. He also called for clearer communication to graduates and better-defined roles for chapters and affinity groups to avoid overlap.

- Kevin Divers reported that the Tennessee Chapter covers the entire state and focuses on building community through activities such as watch parties and maintaining a close relationship with the Parents' Club. The chapter works to engage active-duty members and recent graduates, particularly within their first 60 days after graduation. He noted challenges in feeling supported by the AOG during events and expressed a

need for clearer guidance on how chapters can contribute, including ways to support visiting sports teams and assist with the appointment process.

- Jeff Marinovich reported that the Hampton Roads Chapter (Virginia) has significant growth potential given the large graduate population at Langley AFB and the presence of strong local companies. He emphasized the desire to move beyond purely social activities toward more results-oriented engagement. Stronger connectivity with the AOG and an updated database would improve effectiveness. He noted interest in adopting practices such as regular meetings, similar to the Naval Academy chapter, and increasing engagement with the corporate community. He would like to launch a chapter newsletter and requested AOG support in establishing a coordinated social media presence. The chapter also wants to assist with USAFA applicants. He added that younger graduates are not engaging through traditional social events such as happy hours and that they really want to be much more connected than they are currently.

- Mike Rose, the president of the South Carolina chapter, submitted written comments to the Board.

c. EVP of Development

EVP Banet talked about 1Day1USAFA, which takes place on May 13. The focus is on donor participation rather than a specific dollar amount. The goal is to have 3,000 donors which is about half the number of donors for an entire year. She recommended 100% participation from the Board and noted that Chair Almand had made a $100,000 donation to start things off. Approximately 30% of West Point and 25% of Naval Academy graduates donate compared to fewer than 10% of USAFA graduates. She suspects the longevity of their institutions and their expectations could play a role. When asked about generational issues with giving, she noted that West Point has had some success, but all three service academies are facing the trend of increased dollars from a decreased number of donors. On a positive note, the Class of 2026 plans to establish an endowment, which they will contribute to until their 10-year reunion.

VII. Strategic Inquiry

Chair Almand posed four questions which aligned with the areas of the Strategic Plan. The discussion was to be centered on where we want to go for the next 5-year Joint Strategic Plan. She also asked what the AOG should stop doing and what they should accelerate.

Question 1: *If chapters didn't exist today, would we invent them--and in what form?*

Directors commented on the structure and effectiveness of chapters, with several suggesting a more regional model to improve coordination, oversight, and synergy across groups. There was agreement that chapters should have a common foundation while still allowing flexibility, and that those working directly in the field should be involved in shaping solutions. Directors emphasized the importance of collaboration across existing groups, including chapters, parents' clubs, and other networks. A recurring concern was the difficulty chapters face in accessing up-to-date contact information, with suggestions to streamline communication tools while navigating privacy constraints. They also noted geographic challenges, particularly in rural areas with low graduate density, and discussed alternative approaches such as virtual chapters or combining efforts across groups to increase engagement.

Several Directors highlighted broader engagement challenges, especially among younger graduates, and the need to offer multiple avenues for involvement rather than relying solely on traditional chapter activities. Ideas included leveraging connections at pilot training bases, strengthening ties with parents' clubs, and expanding partnerships with other service academy organizations. There was also discussion about whether chapters are the right engagement tool for all graduates and locations, with some cautioning against overengineering solutions and instead focusing on providing better resources. CEO Hille noted that chapters remain a vital component of graduate engagement, serving as a primary connection point for many, and that future efforts should focus on enhancing partnerships, improving communication, and adapting strategies to reach different segments of the graduate population.

Question 2: *Which segments of our graduate populations are most engaged today?*

Discussion on graduate engagement highlighted differing perspectives on which segments are most engaged and how to assess that accurately. While some noted that earlier classes (e.g., 1970s) are more engaged, others emphasized the need to rely on existing and upcoming survey data to inform conclusions rather than assumptions. It was acknowledged that substantial data already exists, and that engagement is not a lifecycle issue—graduates do not necessarily become more engaged over time. Directors also noted challenges in interpreting data, particularly in separating graduates' perceptions of the Academy from those of the AOG. There was agreement that clearer distinction and communication are needed. Board composition has become more representative over time, which may positively influence engagement, but younger graduates tend to connect more through social media and require different outreach approaches.

Additional discussion highlighted that many graduates are actively engaged with each other outside of AOG channels, raising questions about where the AOG can add value. There is also a perception among some graduates that AOG engagement is primarily focused on fundraising rather than meaningful involvement opportunities, and that awareness of available engagement avenues (such as Class Senators) remains limited.

Question 3: *A 2015 grad is 33 years old, in their first leadership role, building a family, and has a dozen organizations competing for their time. Why should the AOG be one of them?*

Directors discussed that a 2015 graduate faces significant competing demands, making it essential for the AOG to demonstrate clear value in order to earn their engagement. One perspective emphasized that graduates should feel a responsibility to give back in recognition of the opportunities provided by USAFA. However, most of the discussion focused on the need for stronger, more tangible support—particularly in career transition and professional networking. Several members noted that other service academies and military colleges foster a stronger culture of alumni support, especially in helping graduates transition out of the service and connecting with career opportunities. In contrast, USAFA was described as less consistent in maintaining a "take care of our own" mindset, with less expectation that graduates will actively support one another. Members suggested that geography is less of a factor than culture, and that more intentional engagement can make a meaningful difference. Directors also highlighted the importance of better understanding and measuring the value of AOG services, while setting more ambitious, long-term goals to strengthen engagement. Overall, the discussion underscored that to remain relevant to younger graduates, the AOG must provide meaningful connections, professional benefits, and a stronger culture of mutual support.

Question 4: *What is the one thing we are most reluctant to change that may be the most important thing to change to make us irreplaceable to the Long Blue Line?*

Directors focused on the tension between preserving what is uniquely USAFA and evolving aspects of its culture to strengthen engagement and relevance. The discussion emphasized that the goal is not to replace the Academy's distinct identity, but to better activate and enhance it—particularly by reinforcing the connection between USAFA and the AOG as part of a shared culture within the Long Blue Line. Several members highlighted specific areas where change may be needed. These included improving communication to strengthen graduates' sense of allegiance, increasing Board-level engagement with class presidents as a way to influence class culture, and addressing concerns about erosion of core traditions such as the Honor Code. Others noted that what makes USAFA distinctive lies in both its physical presence—bringing graduates back to the Academy—and the strength of its people and graduate network. CEO Hille noted that engagement is a

complex, long-term challenge requiring sustained effort. Progress will come from enhancing and activating, rather than replacing our culture. Initiatives such as meeting with cadet class officers and increased involvement from the NextGen initiative offer reasons for optimism.

One thing the AOG should stop doing:

Directors thought the Board needed to take greater ownership of engagement, rather than relying primarily on the AOG staff, and to increase direct interaction with cadets and younger officers. They also noted that the organization may be overextending itself by trying to address too many issues or chasing information that is already readily available through other channels. There was concern about disproportionately focusing efforts on trying to get a small percentage of graduates involved and not sufficiently considering graduate and cadet input. Some Directors suggested discontinuing specific activities that do not clearly support the AOG's core mission or common heritage, while others emphasized the need to shift away from short-term thinking and instead prioritize longer-term strategic goals.

One thing the AOG should accelerate:

Directors emphasized strengthening engagement and strategic focus as key priorities. A central theme was increasing direct interaction between the AOG Board and cadets, as well as expanding influence within the Cadet Wing. Directors also highlighted the importance of reinforcing heritage across past, present, and future graduates, while continuing to build momentum through NextGen initiatives. Several suggestions focused on expanding outreach and infrastructure, including enhancing career services support, developing additional chapters (including virtual and location-based), and increasing engagement with graduate-owned businesses and external organizations. There was also interest in improving coordination and collaboration across events and partner groups. Other comments included the need for clearer understanding of the respective roles of the AOG Board and staff, incorporating broader graduate and cadet input into professional dialogue, and maintaining a long-term strategic vision, including goals for increased graduate membership.

Chair Almand asked the Directors to respond to an additional question via email. The Board then recessed for lunch at Mitchell Hall and reconvened at 1:00 P.M. MDT. *Director Thompson returned to the meeting at 1:00 p.m. but Director Hoffman did not. Director Dudley rejoined the meeting at 1:13 p.m.*

VIII. Class Advisory Senate Update

CAS President Cinnamon noted that the quarterly CAS meetings align with the three pillars of the AOG: supporting the alumni community, supporting cadets and staff,

and preserving our heritage. The most recent meeting focused on supporting the alumni community. The general consensus from the Senators was that there has been a significant improvement on support for the reunion process. They would advocate for having more reunion weekends rather than the three during 2025 so that there are not so many classes having reunions concurrently, noting that some classes decided to have off-site reunions on separate weekends. The CAS complimented the AOG staff on listening to graduate concerns and trying to find solutions. They also discussed the NextGen initiative, which has general support of the Senators. The Senators think the AOG should remain focused on the three pillars and not be pulled away from them. He concluded by thanking the Board for the Resolution of Commendation for the CAS.

IX. Committee Updates (also included in Attachment 8)

a. Nominating Committee

Committee Chair Dial began by discussing the 2027 election timeline and rules. He reviewed the 2025 election statistics. He then talked about information from staff and legal counsel, noting that according to Colorado State Law there was nothing that specifically prohibited endorsing motions, petitions, and candidates. Counsel Morgan noted that the Colorado Law defers to an organization's Bylaws, but that Directors need to be careful that they speak with one voice as the Board and that collectively the Board needs to be very neutral. He reiterated that there is nothing that prohibits Directors from endorsing candidates; it's more about the norms we want to agree to as a group. However, if we have factions endorsing specific candidates, we are not contributing to the perception of a unified group.

Committee Chair Dial then noted that previously the Board had come up with characteristics and attributes desired of the Board candidates, but when they did an analysis of the individuals who won the election, they did not match up with the attributes. Thus, they decided that a better approach would be to present the number of Directors remaining for 2027-29 by decade so the voters could more easily discern who they might want to fill the vacancies. He noted the importance of the AOG informing all members about the details of the election 15-30 days prior to the first allowable date of submissions (1 July 2026) and the start of the election (2 Feb 2027). He discussed the changes between the 2025 and 2027 elections and then talked through the election timeline. A short discussion ensued about issues with the previous election, participation goals, the cost of the election, and the communication plan.

MOTION: The Nominating Committee moved that the Board approve the timeline and election materials as presented.

Discussion: There was a short discussion about the election materials, and then the motion passed unanimously.

MOTION: The Nominating Committee moved that the Board approve the staff to send out the full range of communication mediums to inform membership about the election rules, responsibilities, and timeline.

Discussion: A question was raised about the timing in relation to the Governance Policies' October requirement. This will be discussed further once the ballot is set. The motion passed unanimously.

b. Governance Committee

Committee Chair Krauth discussed committee membership, the fact that they are developing a code of conduct for the Board, and that they are reviewing Governance Policy Category III for the July meeting.

MOTION: The Governance Committee moved to appoint Maj Gen (Ret) Mark Volcheff as a non-Director voting member of the Governance Committee. The motion was unanimously approved.

MOTION: The Governance Committee moved that the Board revise the language for Bylaws Article V Section 9 – Meeting Minutes to read as follows:

a. The Board shall publish minutes for all Board meetings, unless the subject matter meets the exceptional circumstances outlined in Section 8 above or the vote concerns an honorary membership. Board meeting minutes shall be produced, reviewed, and approved consistently with Robert's Rules of Order, 12th Edition §48. Minutes should contain mainly a record of what was done at the meeting, not what was said by the members.

b. Approval procedure shall be in accordance with Robert's Rules of Order, 12th edition, §41.9. Following the reading (or waiver thereof) of the minutes the chair shall ask if there are any corrections. Corrections, when proposed, are usually handled by unanimous consent, but if there is objection to any proposed correction, it shall be handled as a subsidiary motion to amend. Minutes should be published within five days of approval by the Board.

Discussion: Directors expressed differing views regarding the level of detail and transparency appropriate for Board Minutes. Some were concerned that the Minutes did not accurately reflect the transcript and wanted to ensure reliability, while others referenced Robert's Rules of Order, emphasizing that Minutes should succinctly record what was done rather than what was said. It was also

noted that, historically, more detailed Minutes were necessary when recordings were not available, but current access to recordings reduces that need. Others pointed out that the delay in producing the Minutes could affect transparency, while others noted that members rely on Minutes to understand Board perspectives and rationale. It was pointed out that the highest level of transparency comes from the recordings and that lengthy Minutes are unlikely to be widely read.

MOTION: Director Dudley moved and Director Evans seconded to end the discussion on the motion to revise Article V. The motion passed 11-4 (Directors Walker, Bohlin, Bishop, and Cinnamon against).

The motion to revise Article V, Section 9 failed by a vote of 10-5 (Directors Walker, Bohlin, Merideth, Bishop, and Fogassy against). *Note: Bylaws changes need a 2/3 majority of the entire Board*.

Committee Chair Krauth then noted that the Governance Policies need to reflect the fact that we no longer have a Heritage and Traditions Committee as it was dissolved in October 2022.

MOTION: The Governance Committee moved that the Board remove Attachment 1 - Heritage and Traditions Committee Instruction from the Governance Policies.

Discussion: A short discussion took place related to ensuring the committee was not referenced elsewhere in the document. The motion passed unanimously.

c. Finance and Investment Committee

Committee Chair Evans discussed the motion regarding the General L. I. Davis Endowment Fund which was tabled at the 19 February meeting pending further review by the Finance and Investment Committee.

MOTION: [The Finance and Investment Committee moved to] redesignate the fund to provide financial support to the Engineering Division's greatest need as decided by the Engineering Division Chair.

Discussion: A short discussion ensued concerning making sure the Engineering Division Chair reports back on how the money is spent. The motion passed unanimously.

Committee Chair Evans then discussed the Graduate Dependent Scholarship motion which was also tabled at the 19 February meeting pending further

review. CEO Hille noted that when this longstanding program was established, the money went much further. They are considering the future possibility of some sort of membership benefit related to this.

MOTION: [The Finance and Investment Committee moved to] redesignate the fund to remove [the] quasi-endowment and fund more meaningful scholarships.

Discussion: In response to a question, Committee Chair Evans noted that this action would make the fund more flexible. The motion passed unanimously.

Committee Chair Evans then showed a slide on Board costs. The industry standard is between 0.5% to 2% of annual revenue, but our Board is nearing 3%. He recommended having the fourth Board meeting be virtual and reconsidering the workshops. A short discussion ensued about having a virtual versus in-person fourth meeting, whether the extra day of workshops was worthwhile, and the value of in-person events such as dinners. Chair Almand noted that we could be flexible between years and that the topic will be discussed again at the July meeting.

d. Audit Committee

Committee Chair Carpenter discussed the Audit and IRS Form 990 timeline. On 7 May, the Audit Committee will meet with the audit firm to review the results and he will provide a summary to the Directors. CFO Willemarck spoke briefly about the timeline and process. The decision was made to have an e-vote to approve the Audit and Form 990 rather than having a virtual special meeting.

e. External Communication Committee

Committee Chair Thompson discussed the proposed change to the Bylaws and Governance Policies to create the External Communication Committee. Chair Almand asked for the sense of the board as to whether the changes needed to go to the Governance Committee for discussion, but it was decided to vote on the motion now so that the committee's work could begin in earnest.

MOTION: Director Thompson moved and Director Krauth seconded that the Board of Directors approve the establishment of the External Communications Committee as a standing committee of the Association of Graduates Board of Directors with roles, responsibilities, tasks, and membership as described in the preceding brief and amended in Board deliberations. The motion passed unanimously.

Committee Chair Thompson then talked about hot topics, emerging issues, and special interest items. Changes to the February Board meeting included adding the facility and infrastructure needs of the Academy (linked to 2027 budget) and the upcoming AOG Board election.

He then gave examples of the theme, message, audience, and posture for three of the topics he showed in February. He noted the importance of deciding what our position was prior to developing what we should say about the issue. Over the next quarter the committee wants to ensure applicable words for the conduct policy for the Board, go through the special topics and issues to develop positions for the Board to consider in July, and conduct an annual review of the AOG Communications Plan in an oversight role. A discussion ensued about our two audiences—the individual and the membership—and other actions and initiatives with which Board members have been involved.

X. 19 February 2026 Meeting Minutes

The 19 February 2026 Meeting Minutes were moved from the consent agenda for further discussion.

MOTION: Chair Almand moved and Director Thompson seconded to approve the 19 February Minutes.

MOTION TO AMEND: Director Lowe moved and Chair Almand seconded to amend the 19 February minutes to remove Attachment 5. This attachment was inserted after the Minutes were coordinated. Post meeting insertions do not belong in the Minutes. Minutes should only reflect what occurred at the Board meeting.

Discussion: In response to a question about what Attachment 5 was, Chair Almand noted that it was an objection to the October 2025 Minutes which seven Directors signed. She noted that this was Minutes version 3 with Attachment 5 removed, but it still included the statements from the Membership Minutes. The motion to amend passed 10-5 (Directors Walker, Bohlin, Merideth, Bishop, and Fogassy against.)

AMENDED MOTION: Director Lowe moved and Chair Almand seconded to amend the 19 February minutes to remove Attachment 5.

Discussion: The discussion focused on administrative changes to the Minutes and whether Membership Minutes should be included as attachments. The Secretary will add a statement to the Minutes that the comments are not necessarily endorsed by the Board. The amended motion passed by a vote of 13-2 (Directors Evans and Dudley against).

Director Merideth departed at 3:20 p.m.

XI. Implementation Task Force Update (also included in Attachment 8)

Task Force Chair Walker discussed how we are now live streaming Board meetings and how the recordings are available for later viewing. He then talked about how we have a centralized communication mechanism that routes graduate messages through the AOG website, collects and archives messages, and enables analysis of themes and frequency. He discussed public records and transparency, noting that we need a shared operational definition of what we mean by "transparency" and that transparency must be weighed against legal and privacy constraints. He concluded by talking about internal Board communication and implementation recommendations. The task force wants to make it easier for AOG members to know what the Board is doing.

XII. Motions (also included in Attachment 8)

a. Copy of US Constitution to USAFA Cadet Wing

Director Fogassy noted the importance of providing cadets with a personal copy of the U.S. Constitution to serve as a "North Star" in their careers.

MOTION: Director Fogassy moved and Director Bohlin seconded that the Board direct the CEO to evaluate, then coordinate with the Superintendent the distribution of a customized, pocket version of the US Constitution with an AOG cover letter to the Cadet Wing. CEO shall give an update to the Board at the next regular Board meeting.

Discussion: The discussion centered on what cadets currently receive in regard to the Constitution. The Board of Visitors indicated that they would support this motion. A suggestion was made that the CEO get further clarification on what is taking place as far as constitutional studies go in DF. The motion passed by a vote of 10-1(Chair Almand against) with three abstentions (Directors Dudley, Dial, and Walters).

b. A Meeting Report Replaces Provisional Minutes (PM)

MOTION: Director Bohlin moved and Director Walker seconded that the Secretary use a published Meeting Report (MR), posted on the AOG website, as an interim means to make AOG members aware of Board actions at a meeting. The MR shall be on the website until the Board's approval of its more formal minutes. The approved minutes shall be the only legal record of the Board's official actions and shall be posted on the AOG website.

Discussion: The discussion centered on who would complete the report, who would approve the report, and the fact that this adds another layer to getting the Minutes published. CEO Hille noted that the AOG staff already spends a significant amount of time pre- and post- Board meetings, and this would add another task to their plate. Others thought it would help with transparency. The motion failed 4-9 (Directors Almand, Krauth, Evans, Dudley, Lowe, Carpenter, Thompson, Dial, and Walters against) with one abstention (Director Bishop).

c. Director Merideth – Articles of Incorporation – Restatement

The motion to direct the CEO to restate the Articles of Incorporation was tabled.

d. Director Merideth - Diamond Anniversary Planning

The motion concerning the Diamond Anniversary celebration planning was tabled.

XIII. Good of the Order

Chair Almand provided the Directors with an opportunity to offer brief, informal observations, compliments, or suggestions concerning the work of the organization.

- Director Dudley: Requested we stop repeating subjects and comments
- Director Bishop: Thanked the AOG staff and hoped the new software is helpful
- Director Thompson: Agreed about the software and complimented the AOG leadership
- Director Walker: Would like to use the 50th anniversary dinner to reach out to graduates
- Chair Almand: Thanked CEO Hille and the AOG staff for the 250th commemorative patch and noted that the June *Checkpoints* cover will celebrate the 250th
- Director Krauth: Thanked the AOG staff, especially Mary Elsner
- Director Evans: Thanked Mary Elsner
- Director Fogassy: Thanked the AOG staff and wants to keep four BOD meetings with optional workshops
- Director Dial: Thanked the AOG staff for help with the Nominating Committee
- Director Bohlin: Encouraged the AOG staff to do a “full-court press” with communication on the 250th, encouraged us to publicize the different military ops around the world
- Director Carpenter: Thanked CEO Hille and the AOG staff

- Director Lowe: Wanted a placeholder on future discussion on professional dialogue, starting with a non-controversial topic because graduates look to us as a forum for professional dialogue

MOTION: Chair Almand moved and Director Dial seconded to go into executive session. The motion passed unanimously.

XIV. Executive Session

The Board went into executive session IAW Bylaws Article V Section 8 at 3:52 p.m. MDT to discuss the internal standards for the upcoming election.

MOTION: Director Lowe moved and Director Evans seconded that we come out of executive session. The motion passed unanimously.

XV. Open Session

The Board went into open session at 4:34 p.m. MDT.

XVI. Adjournment

MOTION: Chair Almand moved and Director Bishop seconded to adjourn the meeting. The motion passed unanimously.

Chair Almand adjourned the meeting at 4:35 p.m. MDT.

Note: Portions of the minutes may have been rearranged from the time sequence to topical sequence.

Respectfully submitted,
Ginny Caine Tonneson ‘80, Recorder

Atch:
1. 19 February 2026 Meeting Minutes
2. 3 April 2026 Special Meeting Minutes
3. CEO Monitoring Reports
4. Q1 Financial Reports
5. Affinity Group Criteria for Good Standing
6. National Capital Region COAs
7. Approved Agenda
8. Board Slide Deck
9. Submission from Mike Rose during Membership Minute *
10. Submission from Ron Scott during Membership Minute *
11. Submission from John Murtari during Membership Minute *

* The views expressed in this AOG member statement are those of this particular AOG member and do not reflect the official position of the AOG Board of Directors.

BOARD OF DIRECTORS REGULAR MEETING
19 February 2026 Meeting Minutes
APPROVED

Board Members Present: Cathy Almand ’90, Chair; Lee Krauth ’72, Vice Chair; Christopher Walker ’88, Secretary; Hank Hoffman ’63; Garry Dudley ’68; Bob Lowe ’71; Dan Bohlin ’71; William Carpenter ’73; Denny Merideth ’73; Robert Bishop ’74; David Thompson ’85; John Cinnamon ’91, President, Class Advisory Senate; Alexander Fogassy ’12.

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Board Members Present via Videoconference: Christian Evans ’08, Treasurer; Nathan Dial ’10; Jennifer Walters ’11.

AOG Staff Present: Mark Hille ’97, AOG/AFAF President/CEO; Katie Willemarck, AOG/AFAF CFO; Kelly Banet, EVP of Development; Michael Cornelious ’00, EVP of Alumni Relations; Naviere Walkewicz ’99, SVP of Engagement; Wyatt Hornsby, AOG/AFAF SVP of Marketing and Communications; Mary Elsner, Executive Assistant to the President and CEO; Molly Staley, Executive Assistant to the EVP of Development and Boards; Toby Lortz, Director of IT; Eli Alvarado, IT Support Specialist; Tony Capistrano, Systems Administrator and Help Desk Manager; Skip Morgan ’72, Of Counsel.

AOG Members Present: Dean Jones ’61, Victor Thacker ’63, Terry Drabant ’65, Ron Olds ’69, Michael Rose ’69, Robert McKinney ’70, Ski Wagasky ’72, Ronald Scott ’73, AJ Ranft ’73, Randy Helms ’79, Tony Clavenna ’91, Felicia Recker ’98, Todd Strawser ’98, John Ryan Fitzgerald ’05.

AOG Members Present via Videoconference: Rod Henneck ’75, John Buckley ’77, Robert Clegg ’77, Tony Wolusky ’80, Richard Aldrich ’81, Jaron Roux ’00, Kendra Lowe ’01, Kimberly Cheri P’27 (parent).

I. Call to Order/Chairman’s Welcome

Chair Almand called the meeting to order at 8:13 a.m. MST on Thursday, 19 February 2026. The delay in the start time was due to technical issues related to live steaming.

II. Shared Values and Duty of Care, Loyalty, and Obedience

Chair Almand talked about how we are guided by our shared values, citing Space Force Handbook 1-1. She noted that we are also guided by our fiduciary responsibilities: duty of care, duty of loyalty, and duty of obedience. She reflected on 100’s Night last week and the comments that resonated with her.

III. Consent Agenda

The consent agenda included the 16 October 2025 Special Meeting Minutes (Attachment 1) and the 17 October 2025 Meeting Minutes (Attachment 2). Director Bohlin requested to move the 17 October 2025 Meeting to the regular agenda for discussion.

MOTION: Chair Almand moved and Director Cinnamon seconded to approve the consent agenda as modified. The motion passed unanimously.

IV. Agenda

Because this was the first time live streaming the meeting, there were a few technical issues, so the Membership Minute needed to be delayed from where it was on the agenda.
MOTION: Chair Almand moved and Director Lowe seconded to approve the agenda with the addition of a discussion of the 17 October 2025 Meeting Minutes as Item VII on the agenda and the Membership Minute after Item VIII. The motion passed unanimously. The approved agenda is in Attachment 3.

V. 17 October 2025 Meeting Minutes

There was confusion about which version of the 17 October 2025 Minutes was being approved. The redlined provisional version which had been posted on Basecamp since the end of January was determined to be the version for approval.
MOTION: Chair Almand moved and Director Lowe seconded that the Board approve the redline version of the provisional minutes.
Discussion: After the motion and its second, Board Chair called for the vote. Director Bohlin made a Point of Order (POI) that Directors must have an opportunity for discussion before taking a vote. Board Chair ruled the POI in order and discussion followed. A question was raised about whether there was a summary of the differences between the redlined version and the revised version which was posted two days prior to the BOD meeting. Some Directors noted that their suggested revisions were not incorporated and questioned the lack of explanation. Chair Almand clarified that Minutes are intended to record what was done, not what was said, which is why certain comments were not included. It was noted that the Bylaws take precedence over Roberts Rules and that the Bylaws say the Minutes should be substantially descriptive. The Governance Committee plans to review the Bylaws and consider removing the “substantive” requirement now that BOD meetings are live streamed. Director Fogassy suggested that a one-page version of the Minutes be produced followed by a longer version.
The motion passed by a vote of 8-7 (Directors Walker, Hoffman, Bohlin, Merideth, Bishop, Fogassy, and Cinnamon against).

VI. **Staff Update** (Attachment 4)

a. CEO Report

CEO Hille provided a review of 2025 to include details under the categories of engagement, philanthropy, stewardship, communications, and organizational excellence. He noted that 2025 was a strong year. All of the areas were rated as green with the following exceptions. Under philanthropy, one area of concern is that the graduate donor count is down 5% from 2024. Our graduates need to take a more active role. Under stewardship, we are continuing to work on stronger controls on gift funds and making sure donors are aware of how their donations are being used. Another stewardship issue is the fact that we have not been able to maximize advertising and sponsorship opportunities. The AOG has hired a new person to focus on this area. CEO Hille noted that the AOG had been tasked to look at our presence in the National Capital Region and that we partnered in the reception for the Board of Visitors (BOV). We are gearing for a new election in February 2027, but most of the preparation for that will take place in 2026.

He concluded his comments about 2025 by noting the fact that the staff had a difficult last half of the year due to dealing with fissures in the graduate community. October saw an extraordinary response from the graduate community, largely about Charlie Kirk, with the majority of input stating that the AOG should not be involved in anything political. He noted that at the last BOD meeting, a motion was passed to have the AOG collect inputs and look at ways to recognize Charlie Kirk. CEO Hille recommended that the AOG originate no additional action to recognize Mr. Kirk, but acknowledged that the BOV has the option to honor him. The AOG will inform the graduate community if something like that happens. *See the motion that was passed related to this in Section IX. d.*

In response to the CEO's report on Charlie Kirk, Director Bishop made three main points:

- Relying only on select graduate affinity groups for input, instead of including the entire graduate community, failed to foster camaraderie and professional dialogue and may have overlooked substantial feedback.
- The press release was incomplete and misleading, covering only two of the three board motions, which led to confusion and inaccurate reporting by several media outlets.
- Corrections to press coverage should come from Board leadership or the CEO, not individual members. Since the AOG did not gather input from all graduates, some worked directly with the BOV to ensure proper recognition.

b. EVP of Alumni Relations Report

EVP Cornelius began by talking about the AOG chapters. Under the 2026 Operating Plan, chapters are the top priority under the engagement category. The AOG hired a

USAFA graduate in November to help support the chapters. We have 50 active chapters, 11 of which are distinguished. One of the goals is to engage with one chapter per week and have a quarterly call. A question was raised as to why the presentation did not include AOG chapter Presidents per the approved motion at the October BOD meeting. CEO Hille noted that at the April BOD meeting there would be a fuller report with additional voices. Chair Almand suggested that all Directors get involved in their local chapter and sponsor at least two chapters to help grow the program.

He then turned to affinity groups. There are currently 13 active affinity groups including three new ones. He noted that the USAFA Women's group is activity engaged in the 50th anniversary of women at USAFA celebration. For the April BOD meeting he will provide an updated informational slide on the affinity groups and the criteria for being in "good standing."

EVP Cornelius discussed the firstie departure program which helps pending graduates learn more about life as commissioned officers. They are dovetailing it with the USAFA Officer Launch lessons already provided to first class cadets. To reinforce learning without the associated demand on cadet time, we are doing an expert podcast whereby cadets will be invited to participate in a recorded discussion with a graduate subject matter expert. We are making these lesson podcasts available via the Long Blue Line Podcast Network.

He concluded by discussing the AOG having a presence in the National Capital (NCR) to include the rationale and cost structure. He explained four different Courses of Action (COAs): a virtual presence, an anchor staff, a small office, and a flagship center. He then discussed the risk assessment and mitigation to include financial, mission creep, compliance, and reputational. His recommendation is to launch COA 1 or 2, and then scale to COA 3. This could be 18-24 month process. Various Directors discussed the fact that we have many graduates in the DC area and that the AOG needs to be bold if we want to broaden our area of influence. The topic will be revisited at the April meeting.

c. SVP of Marketing and Communications Report

SVP Hornsby walked through the framework for increased AOG communication with members. He discussed the goals, pointing out that actively communicating about AOG governance and Board business is foundational to an engaged membership. He went through the communication products, methods, timing, and annual totals for each product. All of this is grounded in increasing transparency. He then talked about ways graduates can engage with the AOG to ensure two-way dialogue. CEO Hille commented on the revised process for Directors to receive emails. There was a discussion about the value of professional dialogue and how *Checkpoints* and on-line fora can serve as communication venues. We need to make sure the Board is not getting in the way of the AOG communications.

d. SVP of Engagement Report

SVP Walkewicz discussed the survey which was sent to 5,000 NextGen graduates (Class of '95-recent). Based on the survey results, they have formed subcommittees to address the themes the survey identified. She explained the 2026 engagement roadshow which has a goal of meeting graduates where they live, work, and serve. It will involve 19 chapters, 16 states 10 NextGen webinars, and 7 key conferences. A short discussion ensued about wanting to help encourage young officers to stay in the service and the fact that USAFA has emphasized a lifetime of service rather than just a career in the Air Force. It also touched on the composition of the NextGen Committee, particularly the smaller proportion of active-duty officers compared to civilian graduates.

SVP Walkewicz then turned to the upcoming 2026 graduate survey. She noted that the 2022 graduate survey had a 17% participant rate which was higher than the national average for alumni surveys. The 2022 survey results were used to inform the 2023-28 Joint Strategic Plan. She discussed the pride levels and the fact that the 47% who identified as "inwardly proud" offer an excellent opportunity for engagement. The 2026 survey will be conducted by the same company, will be open to all graduates, and will run from 2-31 March, with results in late summer/fall. Questions will revisit select areas from the 2022 survey to assess trends, while also introducing new items focused on mission priorities, role clarity, and awareness of the joint mission. CEO Hille noted that the survey is being funded by a donor.

VII. Membership Minute

The views expressed by AOG members during the Membership Minute portion of the agenda are those of the individual speakers and do not necessarily reflect the views of the Board.

Chair Almand gave those visitors who wanted to speak two minutes to do so:

- Mike Rose '69 proposed six recommendations to improve chapters.
- Ron Scott '73 talked about the opportunity the BOD has, how it's time to be bold, and the feedback related to Charlie Kirk.
- John Buckley '77 appreciated the transparency the Chair and Board have shown.
- Richard Aldrich '81 provided his views on Charlie Kirk.
- Kendra Lowe '01 talked about the importance of the AOG remaining apolitical and remaining a strategic body where we bring in the right Appointed Directors.
- Jaron Roux '00 appreciated the efforts of the Board and AOG staff, noted the positive results from the NextGen initiative, and encouraged us to not let our political views get in the way of our respect for one another.
- Tony Wolusky '80 talked about Charlie Kirk and that it is important that we remain apolitical.

Director Bishop noted two graduates spoke against two motions that had been withdrawn at the October meeting and suggested we at least get "topics to be discussed" from graduates who wish to speak during "the Membership Minute" portion of our BOD meetings.

VIII. Class Advisory Senate Update

CAS President Cinnamon noted that the CAS is focused on three pillars: supporting the alumni community, supporting cadets and staff, and preserving our heritage. They focus on one of these pillars at each meeting. At the recent meeting they invited CEO Hille and SVP Cornelius to talk about how to support the Academy. The three themes that CAS members frequently hear about are 1) how to give back to the institution 2) how to support classmates and other graduates, and 3) the Honor Code. The CAS is pleased with the efforts of the Board and the AOG staff. Director Cinamon noted that there is power when graduates engage through their Class Senator, and that although there are representatives for all classes, only about 50% attend the meeting.

IX. Committee Updates (also included in Attachment 4)

a. Finance and Investment Committee

Committee Chair Evans introduced Investment Subcommittee Chair Rod Henneck ’75 commenting on how well Henneck and the subcommittee have stewarded our funds. Henneck then provided the Investments Report noting how 2025 had a great return. The big driver was equities, which had a 24% return in 2025. The portfolio is in excess of $61M, which represents an 18.47% return. Over the past three years, we have had a 16.33% return. He talked about the asset allocation and the fact that at any given time, we can draw down the portfolio to meet needs. We do a good job of anticipating cash needs so when we do have to take out money, we don’t have to do it when the market is down. He then talked about some of the changes they have made within plans. They look at assets themselves and how much it costs to make the money so they can be good stewards of our funds.

CFO Willemarck then discussed the travel stipend and why they went from a direct reimbursement model to a travel stipend. A discussion ensued about how the stipend did not cover expenses and other options about how Directors might be reimbursed. Later in the meeting an additional discussion determined that it would remain as a stipend, but the amount would be increased to $1,200. Directors can donate the stipend (or a portion thereof) as an in-kind gift. Chair Almand requested a policy paper for the next meeting.

CFO Willemarck then provided the quarterly update. Total net assets are up $11.9M compared to 2024. She discussed the operating statement of activities noting that there are areas that need focus. For example, we have hired a new person for the advertising and sponsorship position. Total revenue was $3.87M ($3.91M budget), while expenses were $7.32M ($6.98 budget). She noted that the Service Academy Career Conferences were misaligned, and that tailgates and Polaris events are putting us over budget. We typically run a deficit in our operating budget, which is offset by the market. Overall, this year we have a surplus of $3.5M. She concluded by discussing the schedule of capital assets. Discussion included the fact that a donor has provided a gift for NextGen and concern over the downgrading of the bonds for

the Polaris Hotel. CEO Hille will provide a report concerning the Polaris at the next meeting. He also noted that they are looking at a 55+ senior living facility for the southwest quadrant.

The committee report concluded by talking about how the gift funds team is cleaning up funds that have been underused. For example, the General L. I. Davis Endowment Fund was established to provide financial support to Engineering 410 classes of the USAFA Department of Astronautics. The fund currently has $76,774; however, Engineering 410 no longer exists at USAFA.

MOTION: [The Finance and Investment Committee moved to] redesignate the fund to provide financial support to the Engineering Division's greatest need as decided by the Engineering Division Chair.

Discussion: There was a concern that this would turn into a slush fund, but the CFO assured the group that all funding goes through a gift fund committee to make sure they are being used appropriately. [The motion was subsequently tabled.]

She then discussed the Graduate Studies Program, which is a quasi-endowed fund that has historically funded $500 scholarships for the dependents of graduates. This is not an impactful amount and there is minimal interest in it. There is currently $108,123 in the fund with an annual distribution of $4,000.

MOTION: [The Finance and Investment Committee moved to] redesignate the fund to remove quasi-endowment and fund more meaningful scholarships. [The motion was subsequently tabled.]

MOTION: Director Evans moved and Director Dial seconded to table both motions until the April meeting.

Discussion: Committee Chair Evans thought the motions need further review by the Finance and Investment Committee.

The motion was unanimously approved.

b. Nominating Committee

Committee Chair Dial discussed the committee's recommendations for the Sullenberger Award for Courage, which is typically given during the National Character and Leadership Symposium (NCLS). Sullenberger was unavailable on that date, so CEO Hille proposed holding the presentation on the Friday prior to the Distinguished Graduate Award ceremony on the Staff Tower, which would allow the Cadet Wing to view the event.

Next, Committee Chair Dial discussed the timeline for election preparation. He shared the questions that the AOG staff and Nominating Committee will answer for the April meeting.

Finally, he discussed the replacement Director pool. There were originally 36 people in the pool, but when they were contacted again, only 14 responded with a desire to serve and submitted a package. The application had three components: basic contact information, CV/resume, and three long form questions. Directors had previously been asked to submit names of potential candidates. He showed the replacement pool of candidates by decade and talked through how they came up with the nine names around which a discussion would center if we needed a replacement Director. Chair Almand noted that this is just an informal list and she requested that we go through the procedure to select an Appointed Director at the April meeting.

c. Audit Committee

Committee Chair Carpenter discussed the timeline for the annual audit review and the IRS Form 990 review. SVP Willemarck noted that the Audit Committee will meet on May 7, provide a summary to the BOD on 8 May, and then have an e-vote due by 12 May.

d. External Communication Committee *(*Director Walters left meeting)*

Committee Chair Thompson provided an update on the actions the group has been undertaking. He provided a draft of the proposed Bylaws wording for the Executive Communication Committee. He also added a proposed section for the Governance Policies. He noted that the committee needs to refine the wording for the Bylaws and other governing documents. The focus of the committee is on how the Board communicates and how we should be interacting externally. It is not intended to be a day-to-day oversight of the CEO or the AOG staff. It is intended to help us to be more purposeful. He then talked about hot topics, emerging issues, and special interest items that may require our attention and assistance. For April, the committee will propose positions and messaging around any hot topics, emerging issues, and special interest items. For the July board meeting, they will develop proposed emerging themes and messages, and by October, they will develop an annual external engagement plan. A short discussion took place in reference to one of the topic slides that included Charlie Kirk.

MOTION: After collecting inputs from some graduates and hearing from our CEO, Director Bishop moved and Director Krauth seconded that the AOG Board refer to the Board of Visitors and we defer to their judgment on recognition of Charlie Kirk. The motion passed by a vote of 12-0 with three abstentions (Directors Dial, Bohlin, and Evans).

e. Governance Committee

The Governance committee reviewed the Director-submitted motions as well as Governance Policies Category II.

MOTION: The Governance Committee moved that the BOD remove and replace the current Governance Policy Manual Category II with the revised Governance Policy II as attached. If approved by the BOD, this revised policy will be effective immediately. [See Attachment 4, slides 85-87]

Discussion: A short discussion took place to ensure the CEO was satisfied with the clarification as much of it had to do with the CEO.

The motion passed by a vote of 13-0 with Directors Dial and Evans abstaining.

X. Implementation Task Force Update (also included in Attachment 4)

Task Force Chair Walker discussed graduate voice and representation, noting that work is underway to address both technical and process improvements. The group considered whether Board meetings should be open to all graduates or limited to AOG members. They also discussed creating a centralized communication mechanism to archive materials and demonstrate transparency and consistency. When discussing transparency and public records, he emphasized that transparency reinforces accountability. Because members hold differing views on what transparency means, there was agreement on the need to develop a shared, operational definition. Legal considerations were also noted, including the potential need for dedicated legal counsel. Skip Morgan is the new Of Counsel. The discussion also included strategies to increase the number of AOG chapters and the benefits of doing so. Finally, Director Walker reviewed implementation recommendations and next steps. The group plans to return to the April meeting with more concrete recommendations. A short discussion ensued with comments that many of the items on the implementation recommendations had already been accomplished.

MOTION: Chair Almand moved and Director Bishop seconded to add to the agenda a discussion about the travel stipend *(reference IX. a. discussion, p. 6.).* The motion passed unanimously.

XI. Motions (also included in Attachment 4)

a. Resolution of Commendation for Class Advisory Senate

Director Merideth discussed how we can do a better job of recognizing the good work of the groups that support us.

MOTION: Director Merideth moved and Director Dudley seconded that Board approve the following resolution:

Resolution of Commendation: **Honoring the Class Advisory Senate of the United States Air Force Academy Association of Graduates**
WHEREAS, the continued strength and success of the United States Air Force Academy Association of Graduates (AOG) depend upon the thoughtful engagement, informed counsel, and steadfast commitment of its volunteer leaders; and

WHEREAS, the Class Advisory Senate has consistently demonstrated sincere dedication to the mission and long-term vision of the AOG, offering candid insight, constructive guidance, and principled engagement on matters essential to the welfare of the graduate community; and
WHEREAS, the Senators, representing classes across generations, have served as a vital conduit between the AOG and the broader graduate body, ensuring that various perspectives are heard, respected, and integrated into strategic decision-making; and
WHEREAS, their professionalism, integrity, and collaborative spirit have strengthened the AOG's ability to serve graduates, cadets, and the Academy with excellence;
NOW, THEREFORE, BE IT RESOLVED, that the Association of Graduates formally commends the Class Advisory Senate for its sincere advice and enduring commitment to advancing the vision and values of the AOG; and
BE IT FURTHER RESOLVED, that this expression of appreciation be presented to the Class Advisory Senate and attached to the minutes of the Board of Directors meeting as a lasting acknowledgment of the Senate's meaningful contributions to the Association of Graduates and the United States Air Force Academy.

Discussion: CAS President Cinnamon was appreciative of the motion and noted that the CAS would like to be used more.

The motion passed by a vote of 14-0 with Directors Cinnamon and Dial abstaining.

b. Committee on Policy Manual

Director Merideth discussed how out of date the Governance Policies are and that we aren't using them properly. He wondered whether we even wanted to continue with the Carver Model. He estimated it would take 8-12 months to review and replace the Governance Policies.

MOTION: Director Merideth moved and Director Bohlin seconded that the Board Chair establish a Committee for Review and Replacement of the Board of Directors Governance Policies Manual. The committee shall be composed of both Directors and non-Director subject matter experts.

Discussion: The Governance Committee had previously reviewed this motion and did not agree with it because they felt it should be under their purview. There is already a calendar by which the Governance Policies are reviewed on an ongoing basis, and it is considered a living instrument. Other Directors believed that the document needed revised and that we don't comply with the policies.

The motion failed by a vote of 6-9 (Directors Almand, Krauth, Evans, Dudley, Lowe, Carpenter, Thompson, Dial, and Cinnamon against).

c. Remove and Replace AOG Bylaws Article V, Section 6

Director Bohlin provided background on replacing the current AOG Bylaws Article V, Section 6 with the version our legal counsel rewrote.

MOTION: Director Bohlin moved and Director Merideth seconded to remove all the text of Article V, Section 6 and replace the text to read:

Section 6. Parliamentary Authority: The rules contained in the current edition of *Robert's Rules of Order Newly Revised* (RONR) shall govern the AOG and the Board in all cases to which the rules are applicable and in which they are not inconsistent with these Bylaws and any Special Rules of Order the Board may adopt.

Discussion: Board Chair stated the motion would need 11 votes to pass and that it would not get the votes. Director Bohlin made a POI, that by making that statement, the Board Chair was not being "impartial" and "neutral." Board Chair stated the POI was correct and apologized. Directors' discussions followed. The discussion centered on the difference between the current version which says "should" versus the motion, which says "shall" as it relates to RONR. Some Directors thought the current version allowed flexibility because it says that RONR should be used as a guide, while others believed the words to be imprecise and subject to interpretation. The Governance Committee had previously reviewed this motion and did not agree with it, so the question was asked as to why we were spending time debating it. Chair Almand reminded the group that Bylaws changes require a 2/3 majority (11 votes).

The motion failed 6-9 (Directors Almand, Krauth, Evans, Hoffman, Dudley, Lowe, Carpenter, Bishop, and Dial against).

d. Parliamentarian Duties

Director Merideth pointed out that the Secretary is perhaps the most important position and that to require that officer to also be the Parliamentarian--for which they may not have the requisite knowledge or skill--did not make good sense. He proposed the Parliamentarian should be an outside advisor to the Board.

MOTION: Director Merideth moved and Director Bohlin seconded that the Association of Graduates Bylaws Article V, Section 5, Paragraph d be revised as follows:

"The Secretary shall be an elected or appointed director ~~and shall serve as parliamentarian~~ and will perform other duties as directed by the Chair and those required by Colorado law. In the event of the permanent absence of both the Chair and Vice Chair, the Secretary shall convene a meeting of the entire Board to select a new chair."

Discussion: The discussion focused on the fact that we now have a recorder to keep the Minutes, and if we obtain someone else as a Parliamentarian, it begs the question

of what the Secretary is doing. We would essentially be having three people do what historically has been the Secretary's job. The question arose concerning who would fill the Parliamentarian role, and CEO Hille noted that using the AOG staff for that responsibility would not be an effective use of staff time. Others pointed out the importance of the Parliamentarian being unbiased, and if we expect the Secretary to participate in Board conversations, he would not be impartial.

MOTION: Director Merideth moved and Director Cinnamon seconded to end the discussion.

The motion passed by a vote of 11-4 (Directors Krauth, Hoffman, Dudley, and Dial against).

The motion concerning the Parliamentarian was then voted upon. The motion failed by a vote of 7-8 (Directors Almand, Krauth, Evans, Dudley, Lowe, Carpenter, Thompson, and Dial against).

XII. Other Topics of Discussion (also included in Attachment 4)

Of Counsel Morgan reviewed the December 2025 GAO report, "Service Academies: Clarifying Guidance Would Enhance Effectiveness of Honor and Conduct Systems." He noted that a *Gazette* article inaccurately suggested the Academy lacked due process. In fact, the GAO found that due process was not clearly articulated; specifically, USAFA does not use hearings to adjudicate serious misconduct, and because the Superintendent makes the final decision, there is no formal appeals process. The most concerning findings were that many cadets are reluctant to report honor violations and fewer than half believe the proceedings are fair.

He also addressed the intercollegiate soccer situation involving repulsive initiation activities that had reportedly persisted for decades. He indicated there may be little role for the AOG in the matter. The Board of Visitors has petitioned the Secretary of the Air Force for relief. A short discussion ensued about disenrollment and potential recovery of funds.

XIII. Good of the Order

- Director Lowe agreed with giving the chapter Presidents a bigger voice. He does not like the composition of the NextGen group which is only 30% active duty.
- Director Bohlin wanted to make a motion at the next meeting to have a Minutes report rather than the Provisional Minutes.
- Director Walker liked how we are reaching out to the AOG chapters.
- Director Merideth commended the AOG staff on keeping up with all the things going on.
- Director Thompson asked us to be careful with each other and that we have professional discourse with the staff, as we don't want them to be collateral damage.
- Director Fogassy concurred with Director Lowe's comments about the NextGen group.

- Director Dial praised the AOG Communications staff.
- Director Evans commended the NextGen committee, pointing out that the composition was based on those who volunteered. He noted that the younger generation is disengaged, and they don't see people who did not make the Air Force a career on the BOD. The area where graduates say they want the help is with career transition and professional dialogue.
- Chair Almand reviewed the timeline for approval of the Provisional Minutes.

XIV. Executive Session

The Board went into executive session IAW Bylaws Article V Section 8 at 2:51 p.m. MST to discuss award recipients.

MOTION: Chair Almand moved and Director Krauth seconded that we come out of executive session. The motion passed unanimously.

XV. Open Session

The Board went into open session at 3:17 p.m. MST.

MOTION: The Nominating Committee moved that the names selected for the Young Alumni Excellence Award, Leadership Achievement Award and Distinguished Graduate Award be approved. The motion passed unanimously.

Nominating Committee Chair Dial spoke briefly about award feedback to include help for submissions and improvements for the 2026-27 process.

Chair Almand moved and Director Walker seconded to go into executive session. The motion passed unanimously.

XVI. Executive Session

The Board went into executive session IAW Bylaws Article V Section 8 at 3:20 p.m. MST to discuss a personnel issue and a legal update.
(*Director Cinnamon left meeting before resuming open session)
MOTION: Chair Almand moved Director Krauth seconded that we go into open session. The motion was approved by a vote of 12- 1 (Director Merideth against).

XVII. Open Session

The Board went into open session at 4:12 p.m. MST.

XVIII. Adjournment

MOTION: Director Walker moved and Director Lowe seconded to adjourn the meeting. The motion passed unanimously. Chair Almand adjourned the meeting at 4:13 p.m. MST.

Note: Portions of the minutes may have been rearranged from the time sequence to topical sequence.

Respectfully submitted,
Ginny Caine Tonneson ‘80, Recorder

Presented by Director Walker

Atch:

1. 16 October 2025 Special Meeting Minutes
2. 17 October 2025 Meeting Minutes
3. Approved Agenda
4. Board Slide Deck
5. Presentation by Mike Rose on AOG Chapters
6. Presentation by Dr. Kendra Lowe on Remaining Apolitical
7. Presentation by Dr. Tony Wolusky regarding not giving an honorary degree to a civilian not associated with USAFA
8. Comments from Kimberly Cheri, President of Colorado Parents Club

AOG BOARD OF DIRECTORS SPECIAL MEETING
Approved

16 Oct 2025

Board Members Present: Cathy Almand ’90, Chair; Lee Krauth ’72; Vice Chair; Christopher Walker ’88; Secretary; Hank Hoffman ’63; Bob Lowe ’71; Dan Bohlin ’71; William Carpenter ’73; Denny Merideth ’73; Robert Bishop ’74; David Thompson ’85; Nathan Dial ’10.

Board Members Present via Videoconference: Garry Dudley ’68; John Cinnamon ’91, President, Class Advisory Senate.

Board Members Absent: Christian Evans ’08, Treasurer; Jennifer Walters ’11; Alexander Fogassy ’12.

AOG Staff Present: Mark Hille ’97, President and CEO

Purpose: “Review of Board Chair Performance and Board Options,” to convene at 1300, 16 OCT 2025, in the Lyon Boardroom, Doolittle Hall, US Air Force Academy. Most or all of the meeting will be in Executive Session (ES) with only Board Directors and necessary AOG staff attending the ES.

Call to Order/Moment of Silence/Pledge of Allegiance
Chair Almand called the meeting to order at 1:00 p.m. MDT on Thursday, 16 October 2025. The group observed a moment of silence and recited the Pledge of Allegiance.

Chair Almand exited the room.

MOTION: Director Merideth moved and Director Lowe seconded to move into Executive Session at 1:02 p.m. on 16 Oct 2025.

The motion passed unanimously.

Director Krauth called for the Executive Session to go into recess at 2:25 p.m. to resume at 8:00 a.m. MDT on 17 October 2025.

17 Oct 2025

Board Members Present: Lee Krauth ’72; Vice Chair; Christopher Walker ’88; Secretary; Christian Evans ’08, Treasurer; Hank Hoffman ’63; Bob Lowe ’71; Dan Bohlin ’71; William Carpenter ’73; Denny Merideth ’73; Robert Bishop ’74; David Thompson ’85; Nathan Dial ’10; Jennifer Walters ’11; Alexander Fogassy ’12.

Board Members Present via Videoconference: Garry Dudley ’68; John Cinnamon ’91, President, Class Advisory Senate.

Board Members Absent: Cathy Almand ’90, Chair

AOG Staff Present: Mark Hille ’97, President and CEO

MOTION: Director Lowe moved and Director Walters seconded to move out of recess at 8:05 a.m. MDT on 17 Oct 2025.

The motion passed unanimously.

MOTION: Director Merideth moved and Director Lowe seconded to adjourn at 9:25 a.m. MDT on 17 Oct 2025.

The motion passed unanimously.

Submitted by:
Mary Elsner, EA for Mark Hille

BOARD OF DIRECTORS REGULAR MEETING
17 October 2025 Meeting Minutes
Approved

Board Members Present: Cathy Almand ’90, Chair; Lee Krauth ’72; Vice Chair; Christopher Walker ’88; Secretary; Christian Evans ’08, Treasurer; Hank Hoffman ’63; Bob Lowe ’71; Dan Bohlin ’71; William Carpenter ’73; Denny Merideth ’73; Robert Bishop ’74; David Thompson ’85; Nathan Dial ’10; Jennifer Walters ’11; Alexander Fogassy ’12.

Recorder: Ginny Caine Tonneson ’80

Board Members Present via Videoconference: Garry Dudley ’68; John Cinnamon ’91, President, Class Advisory Senate.

AOG Staff Present: Mark Hille ’97, President and CEO; Katie Willemarck, Chief Financial Officer (CFO); Kelly Banet, EVP of Development; Michael Cornelious ’00, EVP of Alumni Relations; Naviere Walkewicz ’99, SVP of Engagement; Wyatt Hornsby, SVP of Marketing and Communications; Mary Elsner, Executive Assistant to the President and CEO; Eli Alvarado, IT Support Specialist.

Guests Present: Terry Drabant ’65, Dan Grynewski ’68, Mike Rose ’69, Jerry Bruni ’70, Anou Gessner ’72, Skip Morgan ’72, Ski Wagasky ’72, AJ Ranft ’73, Ron Scott ’73, Kathryn Smith ’82, Carolyn Benyshek ’87, Melissa Cunningham ’96, Ebony Sanula Johnson ’00, Jason Harris ’01, Ellie Morgan ’06, Kyle Carnahan ’08, Jason Minnich ’08, Frank DeFalco ’79.

I. Call to Order/Chairman’s Welcome

Chair Almand called the meeting to order at 8:52 a.m. MDT on Friday, 17 October 2025. She spoke about unity and challenged the Board to do their duties as Directors.

II. Agenda

No items were moved from the consent agenda which included the 28 August 2025 Meeting Minutes (Attachment 1); 25 July 2025 Meeting Minutes (Attachment 2); 7 May 2025 E-Vote Minutes (Attachment 3); 29 April 2025 E-Vote Minutes (Attachment 4); 25 April 2025 Meeting Minutes (Attachment 5); 2023-2028 Strategic Plan Mid-Course Review (Attachment 6); and CEO Monitoring Reports – 2.8 Compensation and Benefits, 2.10 Programs, Events, Services, and 2.11 Official Opinions or Recommendations (Attachment 7).

Director Bishop requested that the discussion on the pardon and amnesty vaccine mandate issue be up moved on the agenda so that the guest speaker could address it immediately following the lunch break. Chair Almand concurred.

Chair Almand noted that the graduate community was heavily divided in regard to the proposed motions to award Charlie Kirk an honorary degree, Honorary AOG membership, and an annual award. She requested that the motions be withdrawn for the betterment of the graduate community, the Academy, and our nation. Director Bishop, the author of the motions, noted that we had carried through on giving graduates a voice and that when it came time to discuss these issues during the meeting, he planned to move that we carry the items forward to the next meeting to allow for better discussion among ourselves to determine a proper award for Charlie Kirk. The items remained on the agenda.

MOTION: Director Lowe moved and Director Krauth seconded to approve the agenda (which included the consent agenda). The motion passed unanimously. The approved agenda is in Attachment 8. Note: There was only a motion to approve the agenda and there was not an additional motion to adopt the consent agenda. The Chair responded to points of order to call this to the attention of the Board by stating that the consent agenda was also adopted with the same motion to approve the agenda.

III. Membership Minute

Chair Almand gave those visitors who wanted to speak two minutes to do so:

- Kathryn Smith ’82, the Executive Director of Zoomies Against Sexual Assault (ZASA), provided background on the organization and how they support victims. She thanked the AOG for their contribution to the survivors’ retreat.
- Carolyn Benyshek ’87 wanted to see how the Board deliberates about divisive issues and talked about the importance of professional dialogue and openness.
- Jason Harrris ’01 expressed his concern about the effective and efficient governance of the AOG. He noted that the Board’s conduct must be a model and he expressed his concern about efforts to politicize the AOG and the lack of timely Minutes from the current Board.
- Jason Minch ’08 urged the Board to consider the serious ramifications of providing Charlie Kirk with an Honorary AOG membership. He did not believe Mr. Kirk met the standard required to become an Honorary member and urged the Board to be aware of the precedence it sets.
- Kyle Carnahan ’08 expressed his concern about the Charlie Kirk motions. He did not think these motions deserved our time when there are so many other pressing concerns. He gave his class ring to Chair Almand and told her she could return it if the Board decided against the motions.
- Ron Scott ’73 presented an opposing view to that of Mr. Carnahan. He expressed that we pledge alliance to a political idea and that the Academy is there to serve a great ideal--America. Charlie Kirk was willing to die to stand up for what American should be about.

Chair Almand closed the session by expressing concern that the turmoil on the Board has damaged both the AOG and USAFA and weakened our relationship with the Foundation. We are duty bound to support USAFA and preserve our heritage. We should be setting the example, and even when we disagree, we can talk it over and come to a decision. She then went on to highlight the excellent work of the AOG to include the Summer 2025 *Leading Edge* and the YouTube video on the 2025 State of the Association.

IV. Staff Update

a. CEO Report (Mark Hille)

CEO Hille began by referencing General MacArthur's 1962 speech, which spoke to the values that define a soldier's life and service--the "fixed mission." As we wrestle with priorities, it is important to remember our own fixed mission and to recognize what should be left to others. Our mission is to inform and engage our graduates, raise and steward private support for USAFA, and preserve the growing heritage of the Academy and its graduates. By focusing on these few priorities, we have a real impact on what we value. The strategic plan addresses these areas and serves as the roadmap for the next three years. The budget aligns with both the mission and the strategic plan, without increasing staffing or operational costs.

CEO Hille also highlighted the many recent accomplishments of the organization, while expressing concern about squandering these gains. He noted that while the staff feels a sense of internal unity, they also observe disagreement within the Board. At the same time, social issues and cultural changes place pressure on the organization to decide whether or not to engage publicly. He noted that it is vital to remember that the AOG serves all graduates and must respect the wide range of experiences and perspectives they bring. We share common values and a deep bond shaped by unique experiences; everything else is corollary to the mission.

b. EVP of Alumni Relations Report (Michael "Baja" Cornelius)

EVP Cornelius gave an activity snapshot for the period from July through September 2025 categorized by support for USAFA, serving graduates, and preserving heritage. He then discussed the Next of Kin program, noting that over the past five years, we have averaged one graduate death every two days. This will increase as has memorial attendance. Additional personnel will be required to sustain the program, and fundraising to this end is ongoing. He then talked about our AOG chapters, noting that they are the heartbeat of supporting and maintaining a connection with graduates. Personnel departures have impacted continuity in chapter support and the strategy and operating plan need to be revised. He discussed the plans they have to revitalize the chapters.

EVP Cornelius then turned to career services, noting that this was the biggest area of future growth within the AOG. The importance of career and transition services has

been a consistent theme from graduates. The AOG now has a career services management person who is engaging with companies and attending conferences, and they have several initiatives underway to increase support. He then talked about merchandise sales and the fact that there are now two full-time and one part-time staff working in this area. Sales have been on target all year. The discussion following his presentation included the idea of having a presence at sporting events such as baseball, supporting the Tuskegee airman projects, and the fact that there is no longer a Heritage Committee. The AOG staff was complimented on their efforts over a year to rectify a misspelling of a graduate's name on a memorial.

c. CFO Report (Katie Willemarck)

CFO Willemarck provided the quarterly update. Total assets are up $10 million. We reported an operating surplus of $2.6 million, slightly above the $2.4 million budgeted, driven by investment gains of $5.3 million, leaving a net positive of $3.3 million for the year. Unexpected costs included an unbudgeted server replacement due to flooding, although $110,000 was recovered through insurance. While tailgate events ran over budget due to higher costs under new contracts and alcohol purchasing restrictions, savings emerged in facilities and operations after moving the staff into Wecker Hall. Looking ahead, she noted the importance of controlling expenses and generating additional revenue to avoid further endowment draws, with only $1.7 million planned to be used from reserves to support operations.

She also discussed longer-term capital and revenue projects. The planned renovation of Doolittle Hall will require roughly $20 million in fundraising, with a likely 6–7-year horizon before completion. The Hosmer Visitor's' Center is expected to increase traffic and merchandise sales, although the AOG will not have a retail outlet there; we are currently limited to a small area in the Hotel Polaris. The hotel, which opened less than a year ago, is improving financially but remains below "escape velocity," generating about $3 million EBITDA in its final 2025 quarter while carrying debt obligations. CEO Hille is on the hotel board which meets monthly to review the finances. The AOG's $6 million guarantee on hotel bonds remains a concern, although it is offset by $8 million in debt service reserves.

CFO Willemarck then talked about the 2026 budget, which anticipates a $522,000 operating loss but balances it through investment income, fundraising, sponsorship growth, and continued efforts to strengthen the endowment. She noted that she is making a concerted effort to grow the operating reserve fund.

MOTION: Director Evans moved and Director Walker seconded to approve the 2026 budget. The motion passed unanimously.

CFO Willemarck noted that they are managing 475 funds worth over $165 million with two people. She talked about the many projects that we have funded over the past year. To address transparency, the Stewardship Committee is getting a report

on all spending and they highlight what is happening financially via *Checkpoints*. CEO Hille noted that they look carefully at every gift request and match it with the gift intent. All are documented and tracked so they can show where every donor dollar went. A short discussion ensued about learning who is being targeted in sponsorship and advertising to see if there are graduates who are already associated with those organizations. The group also discussed the ineffective government process to receive gifts.

V. Board of Visitors (BOV) Meeting Summary (Director Krauth)

Vice Chair Krauth reported on the Board of Visitors' (BOV) meeting, which he attended as the Board representative. CEO Hille and Director Bishop attended as well. The BOV reports directly back to the Department of War and the President, and they intend to be proactive. They desire graduates who are future leaders, with character and integrity, dedicated to the warrior ethos. They will encourage and assist the Superintendent to change the emphasis and training of the Wing to instill a sense of pride and heritage in our nation. They stressed weeding out Diversity, Equity, and Inclusion (DEI) ideology, and they want graduates to take pride in knowing they earned their status from their merit. A member of the BOV noted that USAFA is different from civilian institutions and that our graduates should be able, after four years, to articulate American exceptionalism and what they are willing to die for.

VI. Task Force Update

a. Implementation Task Force (Director Walker)

Director Walker gave an update on the Implementation Task Force. He noted that during the current meeting there were, by his count, 14 AOG members in the room or overflow area, but none were present via zoom. CEO Hille mentioned that while we are able to have participants join via zoom, he did not have clear direction from the Board to publish the zoom link. Previously, AOG meeting attendance was limited to in-person attendance only; however, there was a motion concerning that in July, and the Governance Committee has already made the change reflecting that in the Bylaws. There will be new equipment installed in November which will improve the zoom experience. A discussion ensued about how we are improving transparency by recording the meeting and through more timely minutes, and how it is important to have a specific method for graduates to communicate their concerns. It is also important for graduates to be able to see the meetings so they will better know who to vote for in future elections. The discussion then turned to the mechanics of having graduates attend meetings via zoom. Chair Almand directed that the February 2026 Board meeting be live streamed.

MOTION: Director Walker moved and Director Bohlin seconded to upload the recording onto the website.

MOTION TO AMEND: Director Thompson moved and Director Fogassy seconded to amend the motion. The motion to amend was unanimously approved.

AMENDED MOTION: Director Walker moved and Director Fogassy seconded that the AOG staff facilitate the viewing, participation, and recording of the AOG meetings, and place the recording on the AOG website so that only verified AOG members have access to it.

Discussion: A short discussion ensued with concern about recordings being sent to non-AOG entities. CEO Hille understands the intent and will work out implementation details such as secure member verification, user agreements, registration to speak ahead of time, and placement of the recordings behind a firewall. Director Bishop volunteered to work with webmaster.

The amended motion passed by a vote of 15-1 (Director Dudley against).

Chair Almand directed that virtual attendees must register to receive a live link. She commented that the original tasking for the Implementation Task Force had three parts: working on transparency, giving graduates a voice, and engagement. Director Walker will report to the Board on the three areas at the February, April, and July meetings.

VII. Class Advisory Senate Update (AJ Ranft, CAS Vice Chair, for Director Cinnamon)

CAS Vice Chair Ranft outlined three recommendations to strengthen communication and support between the CAS and the Board of Directors. First, the CAS requests access to provisional minutes prior to their meetings so discussions can be based on recent Board actions. This has been taken care of with the addition of a recorder to the BOD meetings. Second, they would like Senators to be able to stream the Board meeting which would allow Senators to stay informed and better represent graduate perspectives. This has been taken care of with the decision to stream future BOD meetings. Third, they recommended that a Board representative regularly attend CAS meetings to provide updates and foster two-way communication. The former CAS President, Randy Helms, noted that historically, past chairs and vice chairs consistently attended CAS meetings, which were typically scheduled before AOG Board meetings to provide input. Chair Almand said they would attend future meetings.

Chair Almand would like the CAS to discuss the idea of having Board members coordinate with all the Senators from their respective decade. Vice CAS Chair Ranft also talked about using surveys to gather sentiment from graduates through their Senators to ensure a broader representation of views. Overall, the Board expressed appreciation for the CAS's role in connecting with graduates and acknowledged the importance of their input in guiding Board decisions.

VIII. Reports of Committees

a. Audit Committee (Director Carpenter)

Committee Chair Carpenter opened by calling on CFO Willemarck to talk about the 2022 Instructional Technology (IT) audit by Nexus Tech. It has been largely completed, with only two items pending: a PCI compliance audit (budgeted for 2025) and a risk management plan (which will be in the 2026 operating plan). She emphasized the need for a long-term IT roadmap and building partnerships with trusted firms for unbiased guidance, rather than vendors pushing products.

Separately, a grievance was investigated by a joint audit committee led by Ted Legasey (AFA Foundation BOD), Director Merideth, and Director Dudley. The committee produced a thorough, impartial report (15–20 pages plus 33 attachments) finding no basis in any of the financial concerns. It will be sent to the AOG and AFA Foundation Board chairs. The investigation verified the professionalism and accountability of staff, particularly in financial operations. Workplace climate concerns raised will first be investigated by the CEO as the complainants did not take the opportunity to go to the CEO with their issues, as outlined in the employee handbook

b. External Communication Committee (Director Thompson)

Director Thompson was tasked to develop and submit for Board approval a proposal to establish an External Communications Committee. He talked about the proposed purpose, which is to support the vision, mission, and activities of the AOG by facilitating purposeful, proactive, and consistent engagement with external stakeholders (Congress, Air Force, Academy leadership, Board of Visitors, etc.) and the graduate community. The committee would provide AOG Board members and staff with a current, consistent set of themes and messages to support them in their activities and engagements, both official, and as desired, unofficial. He then talked through the proposed committee responsibilities and battle rhythm to include meeting not less than annually, what to do between BOD meetings, and how to address "as needed" actions. He proposed membership to include himself as chair, CEO Hille, and Directors Cinnamon, Bishop, and Evans.

A discussion ensued about the proposed membership of the committee, particularly regarding potential conflicts for active-duty members and individuals with roles in other organizations. The question also was raised about the role the committee would play when directors are contacted about contentious issues. Director Thompson envisioned the committee coming up with a consistent message that directors should share. When asked about the committee's actions when the AOG only has a very short period to act, he noted that if the AOG feels it necessary, they would engage the ECC, but the intent is not to get into the communications business of the AOG. If approved, the committee would come up with language for the Bylaws and other governing documents, develop proposed enduring themes and messages, identify topics and emerging issues, and begin to develop an external engagement plan.

MOTION: Director Thompson moved and Director Walker seconded that the Board of Directors approve the establishment of the External Communications Committee as a standing committee of the Association of Graduates Board of Directors with roles, responsibilities, tasks and membership as described in the preceding brief and amended in Board deliberations. The motion passed by a vote of 13-1 (Director Almand against) with Directors Evans and Walters abstaining. The updated Committees of the Board list is Attachment 10.

c. Finance and Investment Committee (Director Evans)

Committee Chair Evans brought forward two motions from the committee. The first was to move the unused reserve fund (created in 2017) into the operating fund to better support operations.

The second related to the Graduate Engagement Fund which allowed for $3,000 to be used annually for engagement. This limited amount was not impactful, so the recommendation is to remove the quasi-endowment restriction on the fund to allow it to be used more flexibly for graduate engagement activities, including but not limited, to tailgates and chapter events.

MOTION: The Finance and Investment Committee moved to move the reserve fund balance to the operating fund. The motion passed unanimously.

MOTION: The Finance and Investments Committee moved to remove the quasi-endowed restriction and designate these funds to be used to offset engagement to include tailgates, chapters, and other activities. The motion passed unanimously.

MOTION: Chair Almand moved and Director Fogassy seconded to move the Nominating Committee ahead of the Governance Committee on the agenda. The motion passed unanimously.

d. Nominating Committee (Director Dial)

Committee Chair Dial discussed the list of 36 candidates who have previously been reviewed as candidates to be appointed directors. Over the next two months, the committee will contact the candidates to confirm their willingness to serve, gather current CVs, and collect their responses to three standardized questions which are under development. In December, the committee will review the CVs and responses to narrow the list to the top 10 candidates. In January, these candidates will be sent to the entire Board, and each Director will submit their top two candidates. At the February meeting, the Board will vote for the top four candidates to fill future appointed director vacancies.

A discussion ensued with concern about shaping the Board, having objective criteria, and the committee eliminating candidates prior to the list coming to the full Board.

The point was made that the reason we have committees is to do this sort of work. There are 12 people on the committee (5 directors and 7 non-directors) and during their committee meeting 75% thought this was the correct process. A concern was raised about the number of people on the committee, but the committee membership was previously approved.

Committee Chair Dial then discussed the status of the awards process. The awards submission window opened on 1 September and closes on 31 December. As of October, there were no submissions for the Distinguished Graduate Award (DGA-40+ years post-graduation), no submissions for the Leadership Achievement Award (16-39 years post-graduation), and only one submission for the Young Alumni Excellence Awards (15 or fewer years post-graduation). For the DGA, the nominations normally remain valid for 3 years, but this year, the clock is being reset, and all previous nominations will require fresh submissions. Henceforth, the submissions will remain active for three years. Committee Chair Dial will personally contact the individuals who previously submitted packages to tell them they need to re-submit them. He encouraged the directors to contact their networks to encourage nominations. The CAS has already briefed this to the Senators and there are upcoming *Checkpoint* notifications, email pushes, and social media reminders. To eliminate the perception of Board members having an advantage, they recommend that sitting directors no longer nominate or receive any of these awards.

e. Governance Committee (Director Krauth)

Committee Chair Krauth began by showing the Board calendar and the schedule for reviewing the Bylaws. The committee has met multiple times and posted the results of the meetings on Basecamp. The committee reviewed Governance Policy Category 3 and did not find any substantive changes. He noted that the entire Governance Policy is outdated and needs a comprehensive revision that will take 6-9 months.

1. Award Eligibility

The Governance Committee met with the Nominating Committee and had several recommendations. First, they wanted to codify the idea that Directors do not nominate for or receive any awards while they are on the Board. The first location for this change was in the Governance Policies, Attachment 2 (Nominating Committee Guide), Duties section. They proposed adding part 11 to read: *(The Nominating Committee will) ensure that directors do not nominate, or receive, any awards or honors that are issued, selected, or endorsed by the Association of Graduates or its affiliated entities during their term of service.*

They also added a new paragraph 2 to the Governance Policies Section 4.6.c. which reads: *2. The Board will ensure that directors do not nominate, or receive, any awards or honors that are issued, selected, or endorsed by the Association of Graduates or its affiliated entities during their term of service.* Subsequent paragraphs were renumbered.

MOTION: The Governance Committee and Nominating Committee jointly moved that the Board of Directors approve the corrections and changes to language in the Governance Policies 3rd Edition (26 July 2024) as presented that codifies the changes to the process for AOG Directors inability to nominate and receive awards under the Board of Director's purview. The motion passed unanimously.

2. **Award Eligibility (Bylaws Change)**
   The Governance Committee and Nominating Committee also recommended codifying the idea that Directors do not nominate for or receive any awards while they are on the Board in the Bylaws. The recommended adding a paragraph g to Article XI (Conflicts of Interest), Section 1 (Director Content) which reads: *Directors may not be nominated, or receive, any awards or honors that are issued, selected, or endorsed by the Association of Graduates or its affiliated entities during their term of service. Directors are also prohibited from nominating other individuals for such awards.*

   MOTION: The Governance Committee and Nominating Committee jointly move that the Board of Directors approve the corrections and changes to language in the AOG Bylaws (Effective 4 March 2025) as presented that codifies the changes to the process for AOG Directors nominating others and receiving awards under the Board of Director's purview.

   Discussion: There was concern over the placement of the wording in the Bylaws or whether it even belonged in the Bylaws. It was noted that Bylaws changes required a 2/3 vote of all Directors for approval, whereas the Governance Policies only require a majority of Directors present at a quorum for approval. There was also concern as to whether it would bring into question earlier nominations.

   The motion failed by a vote of 9-5 (Directors Walker, Bohlin, Merideth, Fogassy, Cinnamon against) with Directors Evans and Bishop abstaining.

3. **Single Pathway to Election Ballot**
   The Governance Committee and Nomination Committee recommended that to get onto the Board election slate all candidates must submit a complete nomination package. This package must include at least 100 verified signatures from AOG graduate members in good standing. Each signature must consist of the graduate's full name, signature (digital or handwritten), and AOG member number. There are no alternative pathways to be placed on the ballot.

   There are five places where this change impacts the Bylaws and Governance Procedures:

- Bylaws Article VI (Nomination and Elections) Section 1: Change part c by eliminating the current language and adding new language so that it reads: *c. To be placed on the election ballot for the AOG Board of Directors, all candidates must submit a complete nomination package. This package must include at least 100 verified signatures from AOG graduate members in good standing. Each signature must consist of the graduate's full name, signature (digital or handwritten), and AOG member number. There are no alternative pathways to be placed on the ballot.*
- Bylaws Article VIII (Committees) Section 6 (Standing Committees), part c: Eliminate part i and move part ii to be part i.
- Governance Policies, Attachment 2 (Nominating Committee Guide), Definitions section: Delete parts 2 and 3, which define "petition candidate" and "candidate." Substitute with one new part 2 giving a new definition of "candidate" and correct subsequent numbering. The new part 2 reads: 2. *Candidate: An applicant who has submitted a completed nomination package and acquired 100 signatures from Graduate Members.*
- Governance Policies, Attachment 2 (Nominating Committee Guide): Delete "petition candidate" from all sections including: Definitions, Duties parts 4 and 5, and Timeline part 6.
- Governance Policies, Attachment 2 (Nominating Committee Guide), Procedures section: Change part 1 to read: *1. There is one way for a member to get on the ballot for election to the Board of Directors:*
  a. All candidates must submit a complete nomination package. This package must include at least 100 verified signatures from AOG graduate members in good standing. Each signature must consist of the graduate's full name, signature (digital or handwritten), and AOG member number. There are no alternative pathways to be placed on the ballot.

MOTION: The Governance Committee and Nominating Committee jointly moved that the Board of Directors approve the corrections and changes to language in the AOG Bylaws (Effective 4 March 2025) and Governance Policies 3rd Edition, 26 July 2024 as presented that codifies the changes to the process for AOG members getting on to the election ballot for the Board of Directors.

Discussion: There was a short discussion about using the term, "recruited." While one Director wanted the term included in the verbiage, a committee member explained that we don't want any perception of the Board reaching out to develop candidates. This takes away the notion that the board was shaped.

The motion passed by a vote of 14-2 (Directors Merideth and Fogassy against).

4. **Even Year Appointed Directors**
   The final motion from the Governance Committee and the Nominating Committee dealt with appointing directors on even years. There two locations in the Bylaws with recommended changes.
   - Bylaws, Article V (Board of Directors), Section 3: Change part b language to clearly define moving appointed directors to even years following an election. The month of March was selected in the even year following the election because that is one year after the odd year election cycle concludes. The revised language would read: *b. The terms of appointed directors shall be staggered with the intent of having no more than two directors appointed following each biennial election of the Board. The appointed directors will be selected in March of the even year following the biennial election of the board and will serve a four-year term.*
   - Bylaws, Article V (Board of Directors), Section 2 (Elected and Appointed Directors), part b. The changed wording is in italics: … The Board may fill appointed director vacancies ~~at any time~~ *during nonelection years (even years)* ….

   MOTION: The Governance Committee and Nominating Committee jointly moved that the Board of Directors approve the changes to language as presented that codifies moving appointed director selections to March of the even year following the biennial election.

   Discussion: The discussion revolved around whether this should be part of a complete package dealing with appointed directors, whether appointed directors should have a vote, and whether the committees studied all aspects of the appointment process. The committees focused on the items they could agree on, and other aspects of process will be discussed at the next meeting. This action diminishes the perception of shaping the Board. Additional discussion centered on the fact that there is a large window between when a new Board is seated in April and the selection of the appointed directors the following year.

   The motion passed by a vote of 11-4 (Directors Walker, Hoffman, Bohlin, and Merideth against) with Director Dudley abstaining.

IX. Motions

a. Postponed from July 2025 Meeting

i. Pardon & Amnesty Updated - Vaccine Mandate Motion (Director Bishop)

Director Bishop explained the background and some of the legal aspects of the issue. He believes this is a chance for us to be a Board of influence. The orders were issued in January to right the wrong of service members dismissed for not

receiving the COVID vaccine, but the policy is not being implemented. Over 95,000 members left the service and it is estimated that hundreds of them were graduates. He introduced Brig Gen (ret) Cunningham '96 who talked about the medical aspects and her personal experience with the Anthrax and COVID vaccines. She was denied both medical and religious accommodation requests and was forced to retire rather than take the vaccine.

MOTION: Director Bishop moved and Director Fogassy seconded that the AOG BOD adopt the resolution endorsing that the President of the United States grant pardons/amnesty to all who have suffered harm from the Anthrax or COVID mandates and recommend to OSW P&R that the vaccine task force be established to evaluate all the transgressions that occurred during the mandate period against our military personnel. Additionally, the AOG BOD recommends OSW P&R explore all options to expedite the processing of correction of military records and provide relief through the VA for those who have been harmed by the vaccine if not eligible for military-related healthcare.

Discussion: A discussion ensued regarding whether this would be considered political or interfering in U.S. policy. One director questioned why we would not tell a graduate with this issue to go directly to STARRS. Other directors questioned why we were doing something that has essentially been overcome by events, and whether the AOG was the appropriate avenue for graduates with issues related to this. A guest stated that in 2018, the board passed a resolution to promote a general and implied the Board has influence that it could use constructively. CEO Hille read Bylaws Article I, Section 3.d. where it says the Board will "refrain from comments on policy decisions of either organization" (USAFA and the USAF).

MOTION: Director Fogassy moved and Director Hoffman seconded to end the discussion.

Discussion: A director pointed out that the action of the Board has significant consequences and we should not rush the discussion.

The motion failed by a vote of 6-8 (Directors Krauth, Dudley, Lowe, Carpenter, Merideth, Thompson, Dial, Cinnamon against) with Directors Evans and Walters abstaining, so the discussion did not end.

Discussion continued about the resolution with comments about how we are trying to be a bridge between the problem and the solution, but that we are not the appropriate tool. Additional comments related to the possibility of turning the motion over to a special committee and finding a way to advocate for our graduates to make this a higher priority. CEO Hille suggested that we needed to find a way to articulate this in a way that talks about service to our graduates and

aligns with the policies of the Department of War. Several directors agreed, and a suggestion was made to turn it over to the new External Communications Committee (ECC).

The motion was withdrawn. The ECC will take action and have a subsequent e-vote after a rewrite of the motion.

ii. Amendment for Appointments (Director Merideth)
This motion was withdrawn as it is to be included with other motions for consideration by the Governance Committee.

iii. Appointed Directors to the AOG BOD (Director Bohlin)
This motion was withdrawn as it is to be included with other motions for consideration by the Governance Committee.

iv. Board of Visitors input on Justice Delayed (Director Bishop)
Director Bishop discussed the fact that sometimes the USAFA justice system is delayed and is detrimental to our cadets.

MOTION: Director Bishop moved and Director Merideth seconded that the following be approved:

Whereas justice delayed is justice denied.

Whereas AOG Board members have received extensive feedback from graduates, parents, cadets, and lawyers that the time involved in resolving military justice cases is excessive

Whereas excessive timelines in administering justice run contrary to the original intent of the military justice system and are extremely detrimental to the morale of a unit.

Whereas graduates, parents, cadets, and lawyers have informed AOG BOD members on other irregularities in the USAFA justice system also negatively impacting morale

It is so moved that the External Communication Committee and/or the Association of Graduates' CEO communicate these concerns of our community to the organization that has oversight of the morale at USAFA--specifically the USAFA Board of Visitors--for their possible action.

Discussion: The discussion centered on whether the AOG should formally direct the Superintendent to expedite the military justice process. Several members clarified that the group's role is to serve as a sounding board, consolidating

concerns from cadets, parents, and graduates and to pass them along, not to issue directives. Some noted that the Superintendent and BOV are already aware of the issue, making further action redundant. Others cautioned that the proposed motion risks sounding like a proclamation, which is outside the AOG's advisory role. It was suggested that concerns be communicated informally through existing channels--specifically via CEO Hille, who meets regularly with the Superintendent and can relay the feedback directly. CEO Hille took this for action.

The motion was withdrawn.

v. Merit in the Military (Director Walker)

Director Walker noted that in our Articles and Incorporation and Bylaws, merit is mentioned many times. He wanted to put this in the form of a resolution that merit-based criteria should be used in all Department of Defense military personnel actions, explicitly prohibiting the use of race, ethnicity, and national origin, to ensure the highest level of combat effectiveness and military readiness.

MOTION: Director Walker moved and Director Hoffman seconded that the Board of Directors adopt the following resolution and the AOG CEO ensure delivery to appropriate congressional leadership.

Discussion: The Board discussed whether religion should be included in the resolution. Some directors argued that pushing issues to Congress is outside the board's scope and does not directly support graduates, cadets, or heritage. It was noted that a presidential executive order already covers the matter, and further proclamations by the Board were seen as inappropriate and potentially diluting our power. Concerns were raised that the Board had been overextending itself with proclamations unrelated to its mission. Others highlighted the importance of addressing merit within the Bylaws rather than through external proclamations. It was pointed out that the BOV is already handling these issues and that the AOG should "stay in its lane" while still considering how to incorporate merit into its governance. Chair Almand noted that the Implementation Task Force should take this forward. In response to a question about the BOV Minutes, Hille noted that the AOG should link to BOV Minutes on their official site rather than duplicating their work.

The motion failed by a vote of 6-9 (Directors Almand, Krauth, Evans, Lowe, Carpenter, Thompson, Dial, Walters, Dudley against) with Director Cinnamon abstaining.

MOTION: Director Almand moved and Director Evans seconded to rearrange the order of remaining items. The motion passed unanimously.

vi. Review of Appointments (Director Merideth)
The motion was withdrawn as it is to be included with other motions for consideration by the Governance Committee.

b. New Motions

Motions related to Charlie Kirk

vii. Honorary Member of AOG Motion (Director Bishop)

viii. Honorary Degree CK from USAFA (Director Bishop)

xiii. New AOG Award CK Recipient (Director Bishop)

Director Bishop submitted three motions related to Charlie Kirk. The three motions were as follows:

MOTION: Director Bishop moved that the USAFA award Charlie Kirk an honorary BS Degree from the USAF Academy for all the reasons in the accompanying Resolution

MOTION: Director Bishop moved that Charlie Kirk be recognized as an Honorary Member of the USAFA Association of Graduates for all of the reasons listed in the proclamation

MOTION: Director Bishop moved that Charlie Kirk be the first recipient of the XXX [unnamed] Award for all of the reasons in the resolution.

Director Bishop then made the following motion:

MOTION: Director Bishop moved and Director Walker seconded that we postpone the three Charlie Kirk motions.

Discussion: SVP Hornsby noted that several media outlets were waiting to see how the AOG would respond to the Kirk issue. Discussion focused on whether proposed motions were appropriate, with recognition that Mr. Kirk's service on the BOV and his connection to the Academy made the gestures meaningful, but also that the proposals could be divisive as not all graduates shared in the idea to honor Mr. Kirk.
Inputs from graduates are split on the issue, with CEO Hille receiving more than 1,400 emails and many phone calls.

Concerns were raised about structural barriers--such as the lack of authority for the Dean of Faculty to grant an honorary degree. Some directors emphasized Kirk's influence on cadets, while others questioned whether he met the threshold for honorary AOG membership or whether this was the right venue. A suggestion was made to amend the motion to drop Mr. Kirk's name from the proposal related to a new award. Several directors suggested finding a different path that would not divide graduates, with some commenting that postponing rather than withdrawing the motions could be divisive in nature.

CEO Hille stressed urgency, noting the AOG faced a press deadline. He suggested that the motions be withdrawn to allow time to receive additional feedback and to make a thoughtful decision about a new award and how we might honor the BOV service of Mr. Kirk. This could help avoid further division, which could affect relations with the AFA Foundation. Several members supported this approach, suggesting that honoring Kirk through a *Checkpoints* article or considering a new award in the future would be more unifying. Two graduate Congressmen have written a memorial for Mr. Kirk which has already been published in ZoomieNews. Chair Almand reiterated her recommendation that the motions be withdrawn.

MOTION TO AMEND: Director Bishop moved and Director Krauth seconded to withdraw the first two motions (the honorary degree and honorary AOG membership).

Discussion: The Directors discussed the feedback being received and the various opinions and perspectives.

The motion passed unanimously (with Director Evans abstaining). The honorary degree and honorary AOG membership motions were withdrawn.

ix. Motion on AOG Award (Director Merideth)

Director Merideth proposed establishing a new award to be given to a citizen of the United States whose character, accomplishments, and stature in the civilian community draw a wholesome comparison to the values of "Integrity First, Service Before Self, and Excellence in All We Do."

MOTION: Director Merideth moved and Director Fogassy seconded to establish the Ronald R. Fogelman award to be presented by the AOG to a U.S. citizen whose accomplishments and service reflect the ideals of the United States Air Force Academy. The Board requests the CEO, in coordination with the Awards Recognition Committee, to determine a professional process for the award and presentation of the award.

Discussion: Discussion centered on whether the award was duplicative of the Thomas D. White Award given by the Academy which honors non-graduates with significant contributions to the Air Force and national security. Others were concerned that naming an award after someone who was a premier example of military leadership did not make sense when awarding it to a civilian. It was pointed out that the recipient did not need to be a civilian and that the award could bring visibility and honor to the Academy, similar to West Point's Thayer Award. Suggestions included exploring alternative names such as the Polaris Award and referring the matter to the Nominating Committee and the Governance Committee for further discussion.

The motion failed by a vote of 6-8 (Directors Almand, Evans, Dudley, Lowe, Carpenter, Thompson, Dial, and Walters against with Directors Cinamon and Krauth abstaining).

x. Motion on AOG DC Presence (Director Merideth)

Director Merideth proposed having an active AOG presence in the National Capital Region as it could enhance the AOG's stated vision to be an "Association of influence and impact."

MOTION: Director Merideth moved and Director Krauth seconded that the Board of Directors direct the AOG CEO to evaluate the feasibility of establishing an AOG presence in the National Capital Region and report his findings at the next scheduled Board of Directors meeting.

Discussion: The discussion was very brief with directors noting prior conversations on the idea and expressing support for expanding influence and visibility in the area.

The motion passed 14-0 (with Director Almand and Evans abstaining).

xi. Governance Committee (GC) to Deliberate Appointed Director Motions (Director Bohlin)

Director Bohlin introduced a motion to assign the responsibility to discuss the three postponed motions related to appointed directors to the Governance Committee. These motions were postponed from the July 2025 meeting. The intent is for the Governance Committee to study the issue, provide an interim report, and recommend possible courses of action.

MOTION: In consideration of the Governance Committee's duties stated in the AOG Bylaws, Article VII. COMMITTEES, Section 6, Standing Committees, para d. Governance Committee (GC), Director Bohlin moved and Director Dudley seconded that the Board assign to the Governance Committee the responsibility to deliberate on the three (3) postponed motions pertaining to

appointed directors made at the Board's 25 July 2025 regular meeting and the GC provide an interim report to the Board, NLT its next regular meeting, regarding: (a) key assumptions, (b) considerations and (c) possible courses of action; then 2. At the following regular Board meeting, the GC will provide a final report to the Board for its consideration; the report will include proposed action item(s) and a final suggestion.

Discussion: Discussion highlighted disagreements over process and substance. Some directors supported handling the matter through the Governance Committee (possibly in joint session with the Nominating Committee), while others argued the key question was simply whether appointed directors should have voting rights. One director noted that the committee had already debated this issue, lacked consensus, and chose not to forward the motion, which was therefore reintroduced by an individual director. Concerns were also raised about the inefficiency of continued debate without resolving the central question.

The motion failed by a vote of 7-9 (Directors Almand, Krauth, Evans, Dudley, Lowe, Carpenter, Thompson, Dial, and Walters against).

xi. Motion to Pass RESOLUTION re AOG Chapters (Director Bishop)

Director Bishop introduced a resolution on AOG chapters, but following discussion and a briefing earlier in the meeting, the original motion was withdrawn. Director Merideth then offered a substitute motion, directing the CEO to renew support for and prioritize revitalization of the AOG Chapter program, present enhancements at the next Board meeting, and coordinate a panel of chapter presidents to supplement the presentation.

MOTION: Director Merideth moved and Director Fogassy seconded that the Board of Directors recognize the need to renew support and priority to AOG Chapters. The Board requests the AOG CEO to elevate the effort to revitalize the AOG Chapter program. The Board requests that the AOG CEO present to the Board the enhancements at the next regular Board meeting and coordinate a panel of AOG Chapter Presidents to supplement the presentation.

Discussion: Discussion was brief with some directors debating whether a formal motion was necessary for actions staff was already pursuing.

The motion passed by a vote of 13-2 (Directors Almand and Dudley against with Director Dial abstaining).

xii. New AOG Award CK Recipient (Director Bishop)

MOTION: Director Bishop moved and Director Fogassy seconded that the AOG will continue to gather inputs from graduates to make recommendations to the AOG Board on appropriate ways to recognize Charlie Kirk.

Discussion: Discussion on the topic was mixed. Some directors thought we were doing a disservice to our graduates by punting on everything related to Charlie Kirk. Others disagreed, stating that we were not punting; it was appropriate to think carefully about how to recognize him.

The motion passed by a vote of 9-4 (Directors Evans, Dial, Dudley, and Walters against with Directors Almand, Lowe, and Carpenter abstaining).

xiii. Special Committee to Deliberate Appointed Director Motions (Director Bohlin)
This motion was withdrawn.

XI. Adjournment
Chair Almand adjourned the meeting at 4:20 p.m. MDT.

Respectfully submitted,
Ginny Caine Tonneson '80, Recorder

Atch:
1. 28 August 2025 Approved Meeting Minutes (pages 21-48)
2. 25 July 2025 Approved Meeting Minutes (pages 49-182)
3. 7 May 2025 Approved E-Vote Minutes (pages 183-184)
4. 29 April 2025 Approved E-Vote Minutes (page 185)
5. 25 April 2025 Approved Meeting Minutes (pages 186-330)
6. Joint Strategic Plan Mid-course Update 2025-2028 (pages 331-338)
7. CEO Monitoring Reports (pages 339-343)
8. Approved Agenda (pages 344-347)
9. 17 Oct 2025 Meeting Slide Deck (pages 348-456)
10. Committees of the Board (pages 457-459)

Board of Directors Adjourned Meeting
28 August 2025 Meeting Minutes
Location: Zoom Meeting
APPROVED

Board Members Present: Cathy Almand ’90, (Chair); Lee Krauth ’72 (Vice Chair); Christopher Walker ’88 (Secretary); Hank Hoffman ’63; Garry Dudley ’68; Bob Lowe ’71; William Carpenter ’73; Denny Merideth ’73; Rod Bishop ’74; David Thompson ’85; John Cinnamon ’91, President, Class Advisory Senate; Alexander Fogassy ’12; Dan Bohlin ’71; Jennifer Walters ’11

Members Present Via Videoconference: ALL

Staff Present: Mark Hille ’97, Association and Foundation President/CEO; Katie Willemarck, Association and Foundation CFO; Kelly Banet, EVP Development; Naviere Walkewicz ’99, SVP Engagement; Molly Staley, Executive Assistant to the EVP of Development and Boards

Guests Present: Michael Rose ’69

I. Call to Order

Chair Almand called the meeting to order at 11:30 a.m. MDT on Thursday, August 28, 2025.

II. Moment of Silence & Pledge of Allegiance

Chair Almand led the group in observing a moment of silence and the Pledge of Allegiance.

III. Notified Absences

a. Director Dial and Director Evans

IV. Agenda Approval

MOTION: Director Almand moved that the agenda be approved. Director Walters seconded. Discussion regarding whether a motion was needed since it was a continuation of the July meeting.

V. Director Motions

a. Amendment to Clarify Article XII *(Director Merideth)*

(Attached – pages 6-8)

MOTION: Director Merideth moved that the motion be taken to a vote. Director Fogassy seconded. The motion failed (9-5; 2 directors not present).

VI. Task Force Updates

a. Implementation *(Director Walker)*

b. Election Hot Wash *(Director Walters)*

Director Walker and Director Walters presented on their respective task forces (attached – pages 9-20). The Board discussed, made inquiries, and provided comments.

VII. Class Advisory Senate

a. Common Values *(Director Cinnamon)*

Director Cinnamon shared feedback he has received from multiple generations of graduates and the varying perspectives of each generation, leading to varying ways of engagement and support needed from the AOG. The Board discussed, made inquiries, and provided comments.

VIII. Committee Non-Voting Member Decision *(All Directors)*

a. Finance Committee
Glenn Strebe ‘87
Wes Williams ’00
Steven Nelson ’14

MOTION: Director Cinnamon moved that the members be approved. Director Krauth seconded. The members were approved (14-0; 2 directors not present).

Adjourn / Assignments for regular October meeting

I. Operating Plan and Budget to Directors

II. BOD Meeting

a. AOG / AFAF Update

b. Committees / CAS Reports

c. Assign Gov. Policies Cat 2 / Calendar Review

d. Approve Budget

e. Tabled and Postponed Motions

i. BOD Resolution – Merit in the Military *(Director Walker)*
ii. BOD Resolution – Pardon & Amnesty *(Director Bishop)*
iii. Appointed Directors to the AOG BOD *(Director Bohlin)*
iv. Review of Appointments *(Director Merideth)*
v. Amendment for Appointments *(Director Merideth)*
vi. Board of Visitors input on Justice Delayed *(Director Bishop)*

The meeting was adjourned at 1:05 p.m. MDT

Attachments:

1. Board Meeting Slide Deck

Board of Directors Adjourned Meeting

28 August 2025

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Agenda

1 Call to Order

2 Moment of Silence & Pledge of Allegiance

3 Notified Absences & Introductions

4 Agenda Approval

5 Director Motions

6 Task Force Updates

7 Class Advisory Senate

8 Committee Non-voting Member Decision

Director Motions

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Motion on amendment to Clarify Article XII

Author: Director Denny Merideth

MOTION: Move that the AOG Boad of Directors amend the Bylaws to clarify Article XII "Amendments to Bylaws and/or Article of Incorporation" by making the following changes (additions in red and deletions with strikethrough):

ARTICLE XII. Amendments to Bylaws and/or Articles of Incorporation

Section 1. Board Proposed: The Bylaws will be reviewed biennially by the Governance Committee. The Board may propose and approve amendments to the Bylaws and may propose amendments to ~~/or~~ the Articles of Incorporation. All amendments must be approved by two-thirds majority of the entire Board. Bylaws changes are effective immediately upon approval, unless otherwise specified.

Section 2. Membership Proposed: A member may also submit proposed amendments for a vote of the membership by obtaining the signatures of members representing at least five percent of all voting members. ~~All membership-proposed amendments to Bylaws and Articles of Incorporation must be submitted to a vote of the members. A quorum of 10 percent of the membership eligible to vote is required for the vote to be valid. The amendment must be approved by the majority of that quorum. Once the vote is concluded, the revisions and amendments will be adopted upon certification by the Board Secretary.~~

Section 3. Membership Voting: All membership-proposed amendments to Bylaws and Articles of Incorporation and all Board-proposed amendments to the Articles of Incorporation must be submitted to a vote of the members. A quorum of 10 percent of the membership eligible to vote is required for the vote to be valid. The amendment must be approved by the majority of that quorum.

Motion on amendment to Clarify Article XII – cont.

~~**Section 4. Non-Substantive Changes:** The Board shall have the authority to make non- substantive wording and numbering changes to the Bylaws for the purpose of ensuring their consistency, grammatical correctness, and coherence.~~

Section ~~4~~5. Effective Date of Adoption of Membership Proposed Bylaws and Amendments: Once the vote is concluded, ~~and~~ the revisions and amendments approved by the membership under paragraph 3 above will be adopted upon certification of the election by the Board Secretary.

TABLE OF CONTENTS TO BE CHANGED TO REFLECT DELETION OF SECTION 4 AND RENUMBERING OF SECTION 5 TO SECTION 4.

Prior Action: Governance Committee discussed the motion. Director Walters provided an insight on her view that section 4 regarding "Non-Substantive Changes" should be retained. The ensuing discussion was not closed and bears further review upon motion presentation.

Purpose: The amendment written and adopted that changed this portion of the Bylaws inserted some uncertainty and duplicated some language. The bulk of this motion clarifies and cleans up the language. The following explains the logic of the changes:

1. Section 1 change: amending the AOI is codified in the AoI and does not delegate the authority for changes to the BOD. This change aligns the Bylaws with the AOI.
2. Section 2 change: the verbiage deleted is repeated in Sections 3 and 4/5 so deleting the sentences is removing duplicated wording.
3. Section 3 change: adds the clarification of board proposed amendments for vote which aligns the guidance to the change in section 1.
4. Section 4 deletion: the concept is a holdover from previous Bylaws, at least as far back as the 2011version. The point of the paragraph was to allow the BOD to make non-substantive changes so that mundane type of corrections or improvements did not need full membership approval. With the 2021 amendment giving the BOD authority to make all changes to the Bylaws there is no real need for the non-substantive paragraph.
5. Table of Contents: changing the table of contents is needed in order to reflect the deletion of Section 4 and renumbering of current Section 5 to Section 4.

Task Force Updates

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Implementation Task Force

Director Walker

Election Hot Wash Task Force

Director Walters

Engagement Paradox

What the Data Reveals:

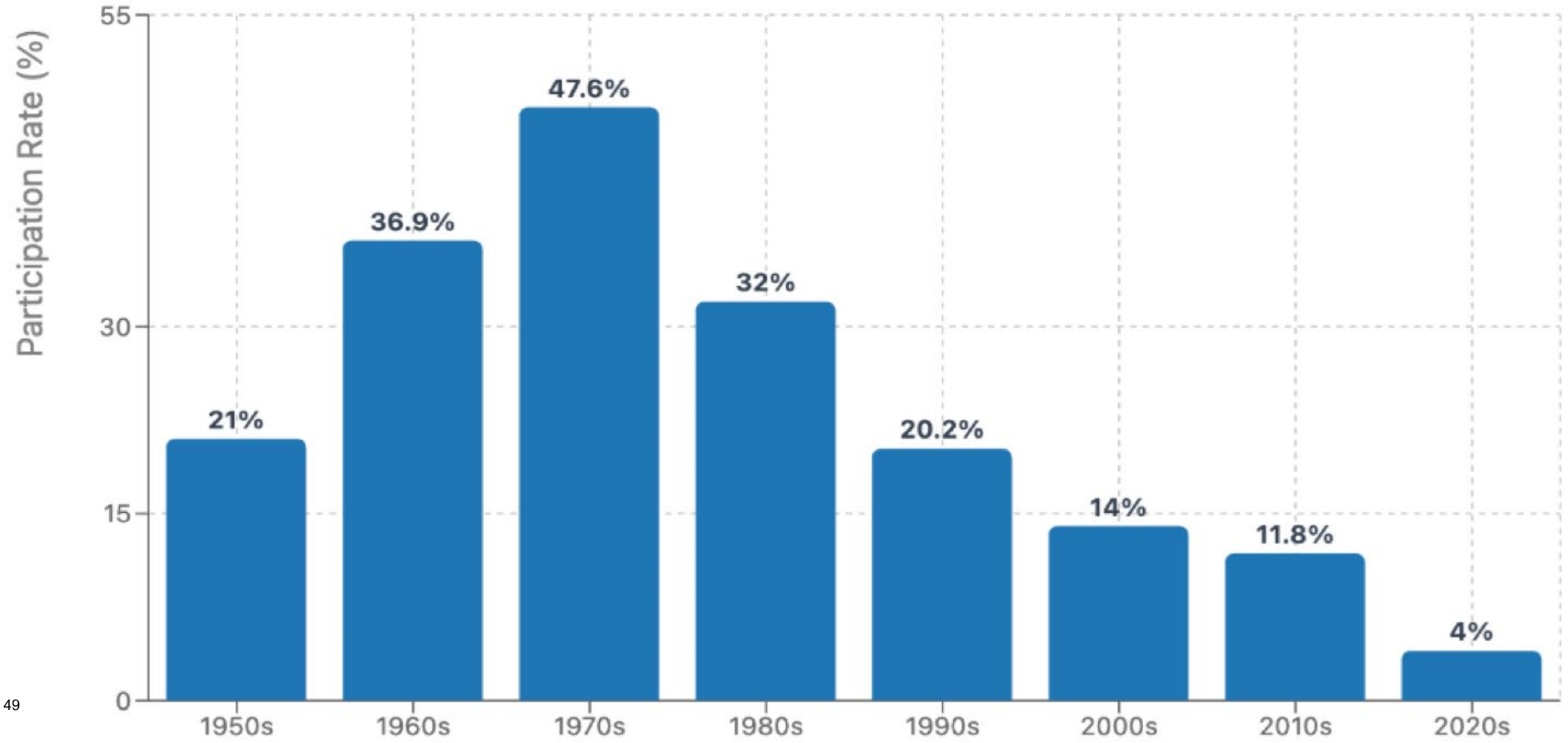
- 22.87% participation rate (Page 1) - yet 94.1% satisfaction with process mechanics (Page 8)
- Stark generational divide in participation that winnows to almost none

Strategic Insight: mirrors MIT's Election Lab research showing "higher education, older age" are strongly associated with higher voter turnout. Our issue isn't process failure—it's relevance failure for younger demographics.

Key Implication: high-quality process that isn't reaching the members who most need Board representation for long-term organizational health

USAFA Alumni Board Election Participation by Graduation Decade

2025 Board Election Results - Average participation rate by decade of graduation



Beyond Traditional Voting Theory

CIRCLE Academic Research Findings:

Shows "a 29-point gap in self-reported voter turnout between young people who were contacted at least once and those who were not contacted at all."

Gen Z and Millennials, those early in their career engage weekly when associations adopt technology effectively

Strategic Question: Are we treating all members the same when research shows different generations require fundamentally different engagement approaches?

Note: CIRCLE is the Center for Information & Research on Civic Learning and Engagement at Tufts University.

Appointed Director Timing Issue

The Confusion: Election results announced immediately, appointed directors selected immediately afterward - risk creating perception of predetermined outcomes

Research-Based Solution: MIT Election Lab research shows that transparency and clear processes are key factors in voter engagement. When people understand how systems work, they're more likely to participate.

Implementation Roadmap

Why 26% for Recent Graduates?

Current Reality:

- 44-percentage-point gap between 1970s (48%) and 2020s (4%) graduates
- Overall organizational average: 23% participation

Research-Based Target Logic:

- 26% represents closing the generational gap by exactly half
- Brings recent graduates slightly above organizational average
- Creates measurable benchmark: 44-point gap → 22-point gap

Implementation Timeline: 6 months:

4% → 6.5% | 12 months: 6.5% → 10% | 18 months: 10% → 15.5% | 24 months: 15.5% → 21% | 2027 election: 21% → 26%

Next Steps

Collaborative Team Effort from Grads Who Experienced the Election Process First-Hand

Erin Staine-Pine, 98, 33.1%

Ebony Johnson, 2000, 26.5%

Charlie Crouse, 2013, 17.4%

Incorporating the insights and feedback of grads who have already demonstrated a desire to serve in a volunteer capacity for the betterment of the graduate community

October 2025 Meeting →will bring recommendations and motions for the Board's consideration

Direct Feedback (Comments Section)

- Majority praised the electronic voting process as efficient and user-friendly
- "This was a very efficient and effective voting process"
- "Simple and straightforward. One stop shop for candidates, bios, amendments, proposals etc."

Top 3 Improvement Areas Identified

- Technical Issues - Session timeouts causing lost votes
- Information Access - Ballot delivery problems and insufficient amendment context
- Data Privacy - Concerns about member information access and unauthorized communications

Technical Issues - Session Management & Platform Stability

"I needed more than one hour to reads all the bios and vote. I lost my ballot when I went over an hour. When I signed in again the ballot I'd been working on was gone and I had to start over."

"Ballot timed out before I was finished and wiped out all of the selections made up to that point. No warning that it was timed out until I tried to cast the ballot."

"I used the Vote Now link and completed and submission failed and brought me back to a blank form requiring me to reenter my selections and submit a second time."

Information Access & Data Privacy

"WAS PRETTY HARD TO GET A BALLOT. STILL DON'T HAVE AN EMAIL. THANKFULLY THIS WAS FOLLOWED UP WITH SNAIL MAIL."

"Arguments for and against the amendment would have been useful."

"I would've like to have more information on the rationale behind the changes to the bylaws."

"I think it's sketchy to receive mail from the Unity group. Who else is the AOG giving my information to?"

"Any candidate who exploited laws pertaining to obtaining my personal information to include my address should be identified on the ballot."

Class Advisory Senate

Director Cinnamon

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Finance Committee

Director Evans

Members

- Christian Evans ‘08
- Rod Bishop ‘74
- Glenn Strebe ‘87, Non-Director
- Wes Williams ‘00, Non-Director
- Steven Nelson, ‘14, Non-Director

- **Committee Non-voting Member Decision**

Assignments for next meeting

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

- Operating Plan & Budget to Directors
- BOD Meeting
  - AOG / AFAF Update
  - Committees / CAS Reports
  - Assign Gov. Policies Cat. 2 / Calendar Review
  - Approve Budget

Motions Adopted at the July Meeting:

- Surviving Spouse (16-0)
- Transparency (15-1)
- Give Grads a Voice (10-0, 6 abstentions)
- ECC (13-3)
- Space Force additions to Bylaws (12-4)

Motions Tabled/Deferred at the July Meeting:

- -Merit in the Military
- - Pardon & Amnesty
- - Appointed Directors to the AOG BoD
- - Review of Appointments
- - Amendment for Appointments
- - BoV input on Justice Delayed

Board of Directors Meeting
25 July 2025 Meeting Minutes
Location: Lyon Boardroom at Doolittle Hall
APPROVED

Board Members Present: Cathy Almand ’90, (Chair); Lee Krauth ’72 (Vice Chair); Christopher Walker ’88 (Secretary); Christian Evans ’08 (Treasurer); Hank Hoffman ’63; Garry Dudley ’68; Bob Lowe ’71; William Carpenter ’73; Denny Merideth ’73; Rod Bishop ’74; David Thompson ’85; John Cinnamon ’91, President, Class Advisory Senate; Nathan Dial ’10; Alexander Fogassy ’12; Dan Bohlin ’71; Jennifer Walters ’11

Members Present Via Videoconference: None

Staff Present: Mark Hille ’97, Association and Foundation President/CEO; Katie Willemarck, Association and Foundation CFO; Michael Cornelius ’00, EVP Alumni Relations; Kelly Banet, EVP Development; Naviere Walkewicz ’99, SVP Engagement; Wyatt Hornsby, SVP Marketing and Communications; Molly Staley, Executive Assistant to the EVP of Development and Boards; Mary Elsner, Executive Assistant to the President and CEO; Eli Alvarado, IT Support Specialist

Guests Present: Lucky Ekman ’63; Michael Rose ’69; Ski Wagasky ’72; Steve Simon ’77; Hans Mueh ’66; Gary Kyle ’76, Ebony Sunala Johnson ’00

I. Call to Order
Chair Almand called the meeting to order at 8:00 a.m. MDT on Friday, July 25, 2025.

II. Moment of Silence & Pledge of Allegiance
Chair Almand led the group in observing a moment of silence and the Pledge of Allegiance.

III. Notified Absences

IV. Consent Agenda
The consent agenda included:
a. 7 May 2025 E-Vote Minutes for Audit and 990 Approval
b. 29 April 2025 E-Vote Minutes for Audit Committee Non-Director Appointments
c. 25 April 2025 Board Meeting Minutes
d. Quarterly Financial Report

MOTION: Chair Almand moved that approval of the consent agenda items listed above: a. 7 May 2025 E-Vote Minutes for Audit and 990 Approval, b. 29 April 2025 E-Vote Minutes for Audit Committee Non-Director Appointments, and c. 25 April 2025 Board Meeting Minutes, be moved to a future date. The motion was approved.

V. Agenda Approval

MOTION: Chair Almand moved that Director Hoffman be allowed to make a statement between agenda items V and VI and Director Bohlin be allowed to speak between agenda items VI and VII.

MOTION: Director Merideth moved to amend to adopt the proposed agenda. Director Bohlin seconded. The motion failed with 7 yea, 8 nay, 1 abstain.

MOTION: Director Bishop moved that agenda item XIII be moved before agenda item VII. Director Merideth seconded. The motion was approved with 14, yea, 0 nay, 2 abstain.

MOTION: Director Almand moved that the revised agenda be approved. Director Cinnamon and Director Lee seconded. The motion was approved.

VI. Director Announcement (Director Hoffman)

a. Director Hoffman provided comments regarding his service on the AOG BOD.

VII. Staff Report

a. CEO Report (Mark Hille)

CEO Hille provided an overview of the Association and Foundation in his presentation (attached – pages 11-13). The Board discussed the presentation, made inquiries, and provided comments.

b. EVP Report (Michael "Baja" Cornelius)

i. Surviving Spouse Members

ii. AOG Member Video Attendance at Board Meetings

iii. Books for Cadets

EVP Cornelius provided an overview of the topics above in his presentation (attached – pages 14-17.) The Board discussed the presentation, made inquiries, and provided comments.

c. CFO Report (Katie Willemarck)

CFO Willemarck provided an update on future meetings/AV capabilities and pricing. (attached – pages 18-21). The Board discussed the presentation, made inquiries, and provided comments.

VIII. Executive Session

The Board went into executive session for Article V Section 8c at 0820 to discuss board conduct.

MOTION: Director Bohlin moved and Director Hoffman seconded, motion approved 13-2 to move to executive session.

MOTION: Director Fogassy moved and Director Thompson seconded to come out of executive session at 0845. The motion was unanimously approved.

IX. Reports of Committees

a. Governance Committee - Director Krauth (attached pages 27-35)
    a. MOTION 1: Approval of Members: Denny Merideth ’73; Dan Bohlin ’71; Jenn Walters ’11; Lee Krauth ’72; Skip Morgan (non-director) ’72. Director Lowe first. Director Dial second. The motion was approved.
    b. MOTION 2: To add USSF and Dept of AF (replacing USAF) to ENDS and Approve updated calendar changes 7/26/2024.
    c. MOTION 2b: To amend the motion to add USSF and Dept of AF in all instances where applicable in the Bylaws. Director Fogassy first. Director Lowe and Director Dudley second. The motion was approved.

b. Nominating Committee - Director Dial (attached pages 36-72)
    a. MOTION 1: Approval of Members: Col (Ret) Hank Hoffman ’63; Col (Ret) Bob Lowe ’71; Gen (Ret) David “DT” Thompson ’85; Lt Col Nathan Dial ’10; Maj Alexander Fogassy ’12. Director Dial first. Director Bishop second. The motion was approved.

c. Audit Committee - Director Carpenter (attached pages 23-25)
    a. MOTION 1: Approval of Members: Trapper Carpenter ’73; Garry Dudley ’68; Denny Meredith ’73; Ty Shandy ’97, Non-Director (Voting member); Dan Shafer ’70, Non-Director (Voting member); Katie Willemarck, Non-Director (Non-Voting member). Director Merideth first. Director Krauth second. The motion was approved.

d. Finance and Investments Committee - Director Evans (attached page 26)
    a. Director Evans shared information on a proposed travel stipend for AOG Directors. Staff will send the specifics to the board in the coming weeks.

b. Glenn Strebe proposed as a non-director member. This discussion/decision postponed to Adjourned Meeting in August 2025.

Director Merideth motioned to recess at 11:02 a.m. MDT. Director Bishop seconded. The motion was approved. The meeting resumed at 11:11 a.m. MDT.

X. Director Motions

1. Giving Grads a Voice (attached – page 96)
   Approved: 10 yea, 6 abstain
2. Formation of External Communications Committee (attached – page 97)
   Approved: 13 yea, 3 nay, 0 abstain
3. Appointments to External Communications Committee (attached – page 98)
   Approved: 13 yea, 3 nay, 0 abstain

Director Merideth motioned to recess at 12:03 p.m. MDT. Director Cinnamon seconded. The motion was approved. The meeting resumed at 12:18 p.m. MDT.

XI. Foundation Report (Alex Gilbert)

a. Presentation attached – pages 86-91.

XII. Honorary Membership Recommendation: Mr. Duane Boyle

a. Steve Simon + Hans Mueh to present but sponsored by Director Dudley (attached pages 133-134).
   The motion was approved.

XIII. Director Motions Continued

4. BOD Resolution – Merit in the Military (attached – page 99)
5. Formation of Advisory Council Task Force (attached – page 100)
   Failed: 6 yea, 10 nay, 0 abstain
   Postponed to October 2025
6. BOD Resolution – Pardon & Amnesty (attached – page 101)
   Postponed to October 2025
7. Appointed Directors to the AOG BOD (attached – page 102)
   Postponed to October 2025
8. Aligning Bylaws with USAFA and DAF Terminology (attached – page 103)
   Amended motion by Director Fogassy approved: 12 yea, 4 nay, 0 abstain
9. Review of Appointments (attached – page 104)
   Postponed to October 2025

10. Amendment for Appointments (attached – page 105) Postponed to October 2025
11. Surviving Spouse Amendment (attached – page 106) Approved: 15 yea, 1 nay, 0 abstain
12. Transparency Amendments (attached – page 107) Approved: 15 yea, 1 nay, 0 abstain
13. Board of Visitors input on Justice Delayed (attached – page 108) Postponed to October 2025
14. Amendment to Clarify Article XII (attached – page 109-110) Postponed to Adjourned Meeting that will occur in August 2025.

XIV. Task Force Updates

a. Implementation (Director Walker)
b. Election Hot Wash (Director Walters)
   Time did not permit this agenda item to be discussed. Moved to the agenda for the Adjourned Meeting that will occur in August 2025.

XV. Class Advisory Senate

a. Common Values (Director Cinnamon)
   Time did not permit this agenda item to be discussed. Moved to the agenda for the Adjourned Meeting that will occur in August 2025.

XVI. Committee Non-voting Member Decision (All Directors)

Time did not permit this agenda item to be discussed. Moved to the agenda for the Adjourned Meeting that will occur in August 2025.

Adjournment

Chair Almand motioned to move all agenda items that were not addressed (below) be moved to an Adjourned meeting to be scheduled in August 2025.

- Director Motions
  - Amendment to Clarify Article XII (Director Merideth)
- Task Force Updates
  - Implementation (Director Walker)
  - Election Hot Wash (Director Walters)
- Class Advisory Senate – Common Values (Director Cinnamon)
- Committee Non-Voting Member Decision (All Directors)
  - Finance Committee
    - Glenn Strebe ‘87
    - Wes Williams ’00
    - Steven Nelson ’14

The meeting was adjourned at 1:46 p.m. MDT

Attachments:

1. Board Meeting Slide Deck
2. CEO Monitoring Reports (pages 107-111)
3. CEO Board Remarks (pages 112-116)
4. Financial Statements for the fiscal year through June 30, 2025 (pages 117-121)
5. Foundation Board Update Deck (pages 122-126)
6. Nomination Recommendation for AOG Honorary Membership (pages 127-128)

Board of Directors Meeting

25 July 2025

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Agenda

1 Call to Order

2 Moment of Silence & Pledge of Allegiance

3 Notified Absences & Introductions

4 Consent Agenda Approval

5 Agenda Approval

6 Staff Report

7 Reports of Committees

8 Task Force Updates

9 Class Advisory Senate

10 Foundation Report

11 Honorary Membership Recommendation

12 Committee Non-voting Member Decision

13 Director Motions

- Call to Order
- Moment of Silence & Pledge of Allegiance
- Notified Absences & Introductions
- Consent Agenda Approval
  - 7 May 2025 E-Vote Minutes for Audit & 990 Approval
  - 29 April 2025 E-Vote Minutes for Audit Committee Non-Director Appointments
  - 25 April Board Meeting Minutes
  - Quarterly Financial Report
- Agenda Approval

Staff Report

CEO Update

Mark Hille ’97

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Engagement

- Work to do on core programs (reunions, chapters, young alumni programs)
- Membership, graduate (MAG) and parent (paid)
- Next Gen Council is up and running - need to invest in career service
- Young alumni survey complete

Philanthropy

- Campaign complete – final impact report completed
- Raising support for operating/AOG service funds and Academy
- Planning underway for next major effort ($500mm?)
- Grad participation rate

Stewardship

- Quarterly grant-making cycle
- Remaining campaign projects underway

Communications

- New website – shared platform, and from this century
- New media – podcasts and social

Organizational Excellence

- Next level leadership training
- Move to Wecker Hall/Yost Plaza, Doolittle Hall design underway

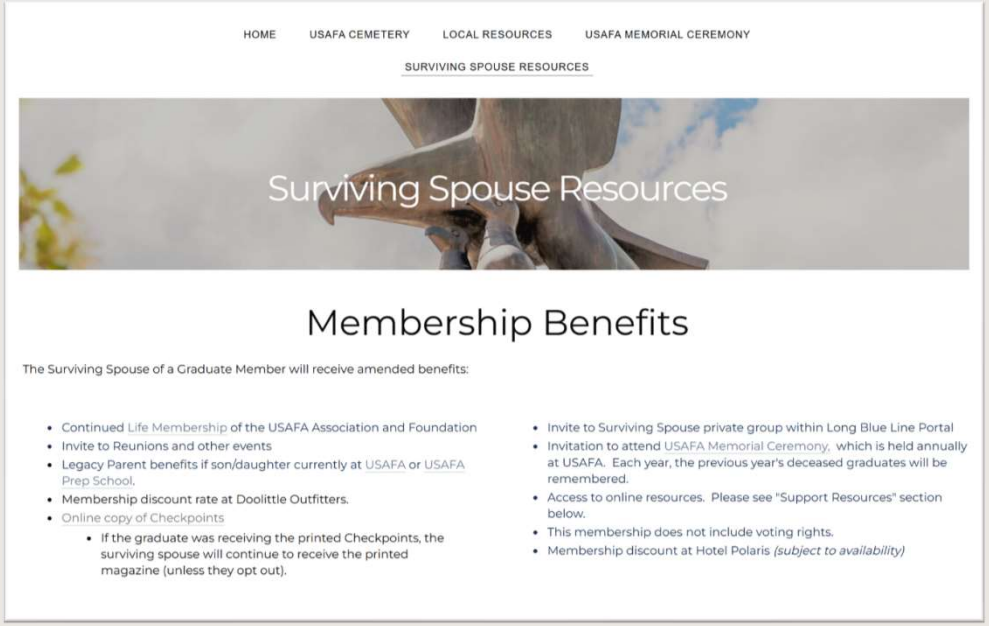
EVP Report

Michael “Baja” Cornelius ‘00

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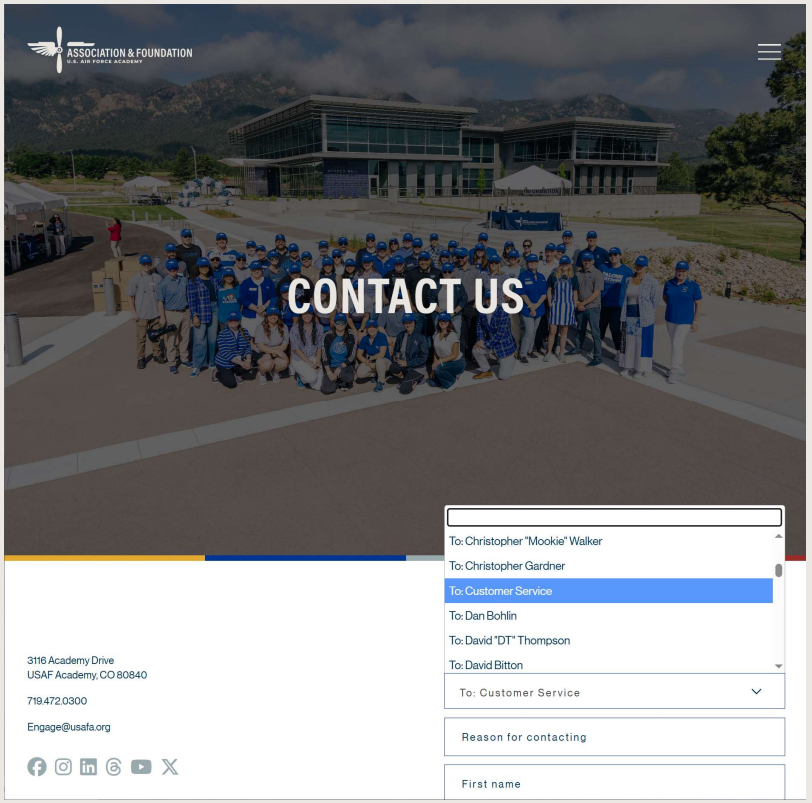
Motion: Surviving Spouse Amendment

- BLUF: Currently an active membership benefit & program
  - Continued life membership
  - Invites to reunions & other events
  - Legacy parent benefits (if applicable)
  - Doolittle Outfitters & Hotel Polaris discounts
  - Checkpoints (online) & access to online resources
  - Invite to Surviving Spouse <u>private</u> group (LBL Portal)
  - Invite to the USAFA Memorial Ceremony
- Does not include:
  - Voting rights



Motion: Giving Grads a Voice

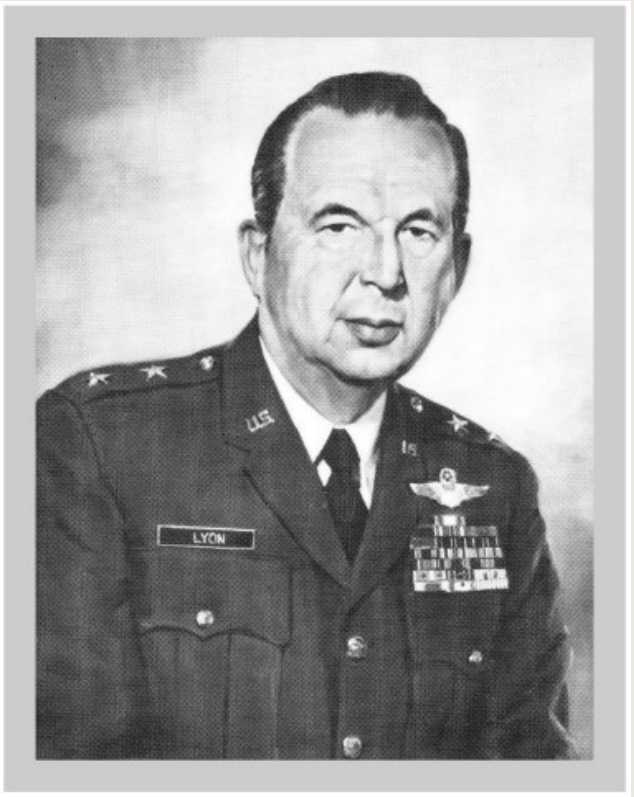
- BLUF: New website has a “contact us” section
  - This electronic drop box was used on the old website and continues to serve as a tool for graduates, parents, etc. to provide feedback
  - Alumni Relations (customer service) routinely receives emails from graduates and answers them promptly
    - Some of those issues can be handled internally
    - If not, we pass those through SLT and address them, if applicable, with USAFA
  - CAS Senators have also taken the charge to collect inputs from their classes and pass feedback to Director Cinnamon



https://www.usafa.org/contact

Inquiry: Lyon Boardroom AV

- Current Logitech setup is a closed system, which doesn't allow external microphones/speakers
- LAV (current partner) could "override" the system, but the expense is not worth it for a temporary fix
- Katie will provide an overview of the cost breakout for improvements



CFO Report

Katie Willemarck

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Audio Visual Enhancement

Short-term Option

- Individual microphones and speakers with external AV company
- Need a space for speaker set up and AV person to operate the audio system
- Only space in Lyons conflicts with cameras and visibility of screens



Audio Visual Enhancement

Long-term Options

- Sent RFP to 6 companies
- Requirements:
  - Increase online experience
  - Enhance visual display within Lyons boardroom
  - Maximize audio experience within Lyons boardroom
- All proposals require overhaul of our current system
- Received 3 viable proposals

Audio Visual Enhancement Options

Option	Cost	Pros	Cons
Spectrum: Additional TVs Improved cameras In-ceiling mic array Corner low profile speaker	$35,000	• Visual enhancements • Improved microphones for online • Audio more spread out • Lowest cost	• **No individual presenter mic** • AV equipment rack needs to be installed within boardroom
CCS: Improved cameras 98” Front Wall Display In-ceiling mic array Ceiling speakers	$62,000	• Visual enhancements • Improved cameras for tracking speaker • Improved microphones • Integrates with current system	• **No individual presenter mic** • Some equipment quality is low
Highpoint: Auto-tracking cameras In-ceiling mic array Touch panel room control ADA Compliant hearing assist Voice Lift system amplifier 98” Samsung Commercial TV Wall mounted speakers	$76,000	• **Enhanced speakers in room** • Known company/quality (assembly) • Visual enhancements • **Quality audio/mics** • Mic arrays ensure whole room pickup • ADA speaker/hearing support	• Cost

Reports of Committees

ASSOCIATION OF GRADUATES
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Audit Committee

Director Carpenter

Members

- Trapper Carpenter ’73
- Garry Dudley ’68
- Denny Meredith ’73
- Ty Shandy ’97, Non-Director (Voting member)
- Dan Shafer ’70, Non-Director (Voting member)
- Katie Willemarck, Non-Director (Non-Voting member)

Committee Activity

- Immediate Task
  - Annual (31 Dec 2024 Close Out) Audit and IRS Form 990 Reviews and Approval
    - Audit Review – Stockman, Kast, Ryan & Co.
      - Steve Hockstetter and Kim Coleman
    - IRS Form 990 Review – Stockman, Kast, Ryan & Co.
      - Kim Coleman
- Schedule
  - Audit Committee Meeting (Via Zoom) – Tuesday, 6 May 2025
  - AOG Board E-Votes: Thru Monday, 12 May 2025
- New Business
  - Explore IT Audit, including budget for 2026

Finance Committee

Director Evans

Governance Committee

Director Krauth

Members

- Denny Merideth ’73
- Dan Bohlin ’71
- Jenn Walters ’11
- Lee Krauth ’72
- Skip Morgan (non-director) ’72

Recommended Cat I Bylaw Changes

- Add USSF and Dept of AF (replacing USAF) to ENDS.
- Approve updated calendar changes 7/26/2024

Cat III Bylaw Changes

- Review Cat III board/staff linkage policies and recommend any changes at October meeting

Consensus on Motions

- New Category for Surviving Spouses
- Eligibility standards for Achievement Awards (serving director eligibility)
- Non-Director Committee members will be non-voting members
- Elimination of sentence defining “special mtgs as being non-open” – Art. V, Section 7b
- Endorse Director Meredith’s motion to perform outreach to membership re: appointed directors (work in conjunction with Nominating Committee on this)
  - Present options moving forward to BOD April 2026 meeting

Motion 1: Move that the Board amend the AOG Bylaws: **Article 1. Vision, Mission, Guiding Principles, Section 2. Mission:** to read, ". . . support USAFA in its mission to forge leaders of character, motivated to a lifetime of service, and developed to lead our Air Force and Space Force as we fight and win our Nation's wars."

Motion 2: Move that the Board amend the AOG Bylaws: **Article I. Vision, Mission, Guiding Principles, Section 3. Guiding Principles:** para. d. by changing “U.S Air Force” to read “Department of the Air Force (DAF)”.

Motion 3: Move that the Board amend the AOG Bylaws**: Article III. Membership, Section 5. Honorary Members:** by inserting “the Space Force,” between “the Air Force,” and “the Academy”.

Motion 4: Move that the Board amend the AOG Bylaws: **Article III. Membership, Section 9. Termination or Denial of Membership:** para. c. by inserting “the Space Force,” between “the Air Force,” and “the Academy”.

Nominating Committee

Director Dial

Members

- Col (Ret) Hank Hoffman ’63
- Col (Ret) Bob Lowe ’71
- Gen (Ret) David “DT” Thompson ’85
- Lt Col Nathan Dial ’10
- Maj Alexander Fogassy ’12

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

July Discussion Points

01 Committee Non-Directors

02 Award Committees

03 Tweaks to Awards

a. Bylaw Change
b. Award Submissions & Selection

04 Election Ballot & Materials

a. Single Pathway
b. Proposed Material Changes

05 Board Composition & Size

a. Number of directors & term limits
b. Appointed Positions

06 Request for Action

a. Communication of Awards
b. Election Information
c. Appointed Director Database



01. Non-Director Members

Nominating Committee Non-Directors

Names | Graduation Year

1. Eric Hembling | 2020
2. Johnston Hall | 2012
3. Krystal Grunell | 2011
4. Marc Fulson | 2003
5. Tish Norman | 1985
6. Tom Berry | 1971
7. Dana Drenkowski | 1968

Roles on Committee:

Confirmed, none are running for election in 2027

Non-voting members

Provide information, feedback, and ideas to the committee

Serve as committee members for awards over the next two cycles



02. Award Committees

Distinguished Graduate Award

Committee Chair: Bob Lowe | 1971
AOG President/CEO: Mark Hille | 1997
DG Recipient: TBD
DG Recipient: TBD
Non-Director: Krystal Grunell | 2011
Non-Director: Dana Drenkowski | 1968

Formalize Committee: 30 August 2025
First Meeting: September or October TBD

Leadership Achievement Award

Committee Chair:	DT Thompson | 1985
AOG Staff:	Naviere Walkewicz | 1999
LAA Winner:	TBD
Non-Director:	Johnston Hall | 2012
Non-Director:	Tish Norman | 1985
Non-Director:	Eric Hembling | 2020

Formalize Committee:	30 August 2025
First Meeting:	September or October TBD

Young Alumni Excellence Award

Committee Chair:	Alex Fogassy | 2012
AOG Staff:	Michael “Baja” Cornelius | 2000
YAEA Winner:	TBD
YAEA Winner:	TBD
Non-Director:	Marc Fulson | 2003
Non-Director:	Tom Berry | 1971

Formalize Committee:	30 August 2025
First Meeting:	September or October TBD

Sullenberger Award for Courage*

Sullenberger Office:	TBD
USAFA Strategic Comms:	TBD
AOG Board Member	**TBD – Trapper Carpenter?**

Formalize Committee:	TBD
First Meeting:	TBD

*Presentation is every year during National Character and Leadership Symposium (NCLS)

*Not Part of the Awards Night in July where DG, LAA, and YAEA are presented



03. Bylaw Changes to Awards

Bylaw Changes – Award Eligibility

Current AOG Directors cannot win or be nominated for awards while serving on the Board.

Current AOG Directors cannot nominate individuals for awards while serving on the Board

Governance Committee:

- Suggestion: Bylaws Article VIII, Section 6, c, add “iii” with both statements.

Draft motion together with Board

Award Submissions

Young Alumni Excellence & Leadership Achievement Awards

Standardize award applications & number of winners:

- 2 recommenders (no more & no less) | CV/Resume | Personal Information Validation
- Codify “up to three winners” for each award (YAEA, LAA, & DG)

Encourage committees to evaluate packages on three areas:

- Military excellence
- Business and civilian service excellence
- Contribution to USAFA/AOG Community (outside of financial giving)

Positives:

- Codifies the selection of three members annually
- Encourages analyzation of “contributions” into three clearly defined lanes
- Streamlines the review process for all applications

Negatives:

- Raises the bar for applications, potentially excluding strong candidates
- Prevents the Board from rolling over pre-2025 applications without significant revision



04. Election Ballot & Materials

Proposed Election Materials

1. CV/Resume
2. Candidate statement
3. Official headshot
4. **Provide answers to three standardized questions**
   - Questions developed by the Nominating Committee and approved by the Board
   - Questions help the electorate understand the candidate's strengths & goals

Positives:
- Encourages meaningful differentiation between applications, highlighting unique strengths and contributions

Negatives:
- Requires the Board to reach consensus on evaluation criteria and priorities
- Assumes voters will thoroughly review each candidate’s complete application package

Bylaw Change - Single Pathway to Election Ballot

Two actions finalize an application to be eligible for the ballot

1. **Acquire 25 member signatures (potentially up to 100 signatures)**
2. **Complete an application packet**

Positives:

- Reduces confusion by clarifying the application process
- Increases the standard of entry, ensuring more qualified submissions

Negatives:

- Application packages require more time and effort to complete

Governance Committee:

- Suggest: Bylaws Article VI, Section 1, b & c, change wording to reflect new rule
- Suggest: Governance Policies, 4.9, 2, b, iii, change wording to reflect new rule

Draft motion together with Board for one path on to election ballot

Bylaws Article V, Section 1 edit



05. Board Composition, Size, & Appointed Directors Discussion

Board Composition Discussion

Recommendation to keep current regulation for Director terms:

- 4-year terms with no more than 2 consecutive terms (8 years total)

Other options discussed:

- 6-year terms, no more than 2 consecutive terms (12 years total)
- 6-year terms, not eligible for consecutive terms

Board Composition Discussion

We should have an odd number on the Board

- Currently, 16 Directors serve, and *we recommend 15*

Positives:

- Prevents 8-8 votes & increases the efficiency of the Board

Negatives:

- Implementation timeline & the Board loses a resource

Draft motion together with Board for 15 Directors

Bylaws Article V, Section 1 edit

Board Composition Discussion

4 options discussed on the path to 15 Directors

(Status quo) 11 elected + 1 CAS president + 4 Appointed

1. 11 elected + 1 CAS president + 3 Appointed
2. 10 elected + 1 CAS president + 4 Appointed (Recommendation)
3. 12 elected + 1 CAS president + 2 Appointed (Recommendation)
4. 14 elected + 1 CAS president

Do you see the following Directors as assets or liabilities?

Gen (Ret.) David "DT" Thompson | 1985
Christian Evans | 2008
Lt Col Nathan Dial | 2010
Major Jennifer Walters | 2011

<u>If you see all four as assets</u>
Vote to Keep 4 Appointed Directors

<u>If you see some as assets and others as liabilities</u>
Vote to keep 2 Appointed Directors

<u>If you see none as an asset, and all as liabilities</u>
Vote to eliminate all Appointed Directors

Vote 1:

Do we have 0 or more than 0 Appointed Directors for reasons outside of replacement?

Vote 2 (if necessary):

Do we have 2 or 4 Appointed Directors for reasons outside of replacement?

Draft motion together with Board For 0, 2, or 4 Appointed Directors

Bylaws Article V, Section 2, b edit

Appointed Position Discussion

When should the Board appoint?

- Every even year following the election

Positive:

- Allows for the current (not outgoing) Board to determine how to use the tool

Negative:

- Requires 2x more new Director training for staff and less continuity for the Board

Appointed Position Discussion

Appointed Directors serve one 4-year term only

Positive:
- Ensures a range of graduates serving in the Appointed positions

Negative:
- Creates more turnover and less continuity

Draft motion together with Board for appointing Directors on the even year following an election

Bylaws, Article V, Section 3, b edit

Appointed Position Discussion

Should Appointed positions be able to run while serving?

- The off-cycle appointments raises this question
- Elections will be held during their 1st and 3rd appointment years

Recommendation:

- Appointed Directors cannot run for election until after their 4-year term is complete

Draft motion together with Board explaining Appointed directors cannot run for election until after their 4-year term is complete

Bylaws, Article V, Section 3, c edit
or
Add “e” to section explaining

Appointed Position Discussion

Mechanics to even year appointees:

- Dial & Evans remain on the Board through April 2028
- Thompson & Walters remain on the Board through April 2030

Positives:

- Board maintains continuity and smoothly transitions to the new appointment format
- Predictable participation and configuration

Negative:

- Requires current appointees to serve 5-year terms.

Draft motion together with Board explaining Appointed directors serve one 4-year term, with carve out for current Appointed Directors

Bylaws, Article V, Section 3, c edit
or
Add “f” to section explaining



06. Requests for Staff & Directors

Communication Strategy with Awards

Staff Request:

1. We would like to see the Communication staff's plan to leverage *former winners, Foundation and AOG Board members, and Class Advisory Senate (CAS) members* to get the word out and solicit more applications and membership participation in the awards process.

Committee Suggestion: Social media & emails that individuals can copy & paste, to provide one consistent voice with the proper links, information, etc.

Positives:

- Standardizes messaging across the USAFA community
- Leverages the networks of former award recipients, CAS members, and AOG/AFAF Board members
- Encourages authentic engagement from trusted voices within the community

Negatives:

- Increases workload for staff
- Relies on each group's willingness and comfort level to copy, paste, and share the message

Election Information

Staff Request for information:

1. What is the number of candidates on the ballot during the 2019/2021/2023/2025 elections?

2. What is the number of people who used the 25-nomination option in 2019/2021/2023/2025?

3. What is the price point for each election round using the software vendor?

4. Is it possible to add video to the election ballot?
   - Some directors are curious if we can have it to offer a higher level of connection/scrutiny of each candidate.

Future Appointed Directors

Director Request:

We ask each Director to supply 1 name with the following information NLT 1 Sept 2025:

1. Two areas of expertise that drives your recommendation. Provide one sentence for each area.
2. Last Name, First Name
3. Class year
4. Email
5. AOG Number
6. Cell phone
7. Location (city, state)
8. Military status (active duty, retired, separated)
9. Gender (optional)
10. Ethnicity (optional)

Task Force Updates

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Implementation Task Force

Director Walker

Election Hot Wash Task Force

Director Walters

Engagement Paradox

What the Data Reveals:

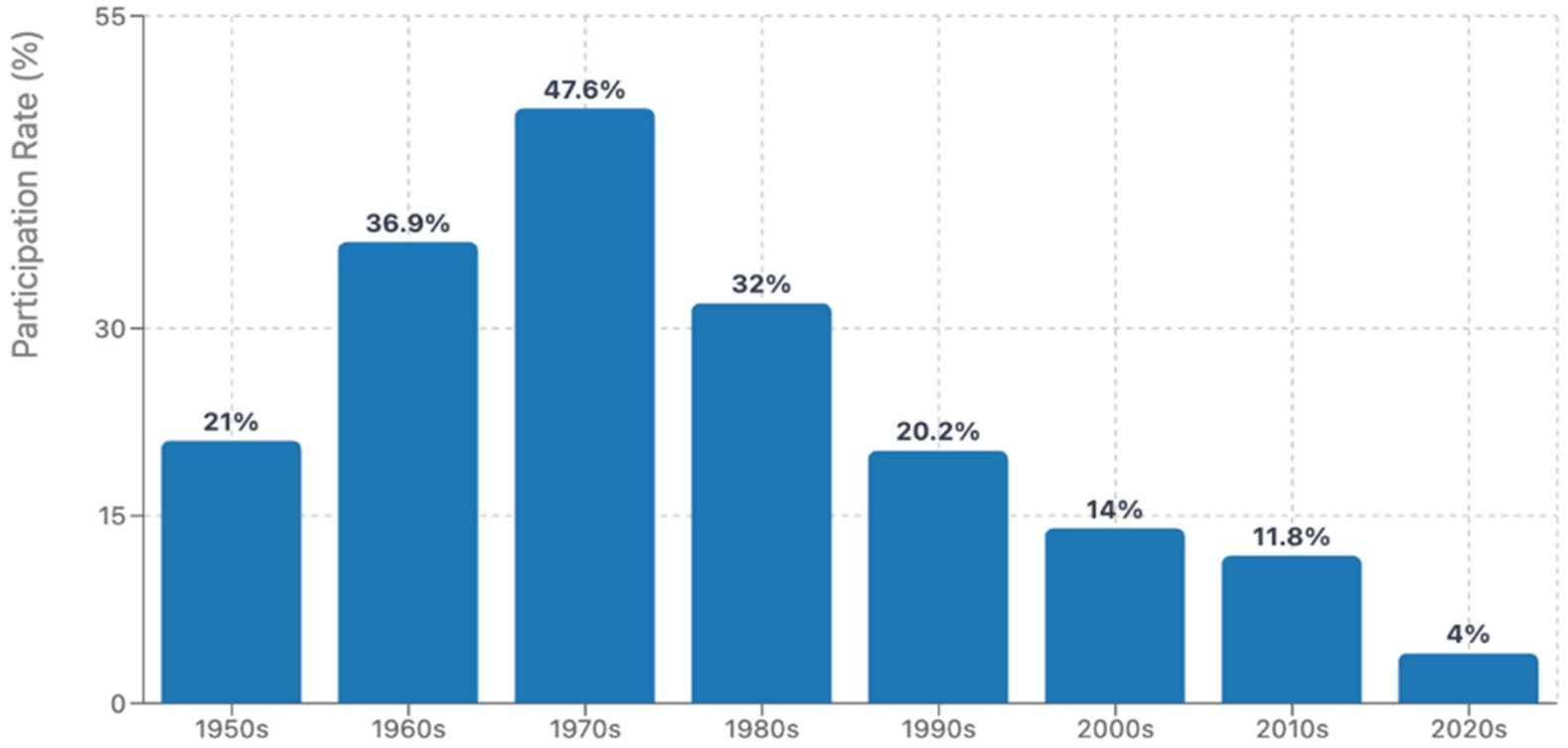
- 22.87% participation rate (Page 1) - yet 94.1% satisfaction with process mechanics (Page 8)
- Stark generational divide in participation that winnows to almost none

Strategic Insight: mirrors MIT's Election Lab research showing "higher education, older age" are strongly associated with higher voter turnout. Our issue isn't process failure—it's **relevance** failure for younger demographics.

Key Implication: high-quality process that isn't reaching the members who most need Board representation for long-term organizational health

USAFA Alumni Board Election Participation by Graduation Decade

2025 Board Election Results - Average participation rate by decade of graduation



Beyond Traditional Voting Theory

CIRCLE Academic Research Findings:

Shows "a 29-point gap in self-reported voter turnout between young people who were contacted at least once and those who were not contacted at all."

Gen Z and Millennials, those early in their career engage weekly when associations adopt technology effectively

Strategic Question: Are we treating all members the same when research shows different generations require fundamentally different engagement approaches?

Note: CIRCLE is the Center for Information & Research on Civic Learning and Engagement at Tufts University.

Appointed Director Timing Issue

The Confusion: Election results announced immediately, appointed directors selected immediately afterward - risk creating perception of predetermined outcomes

Research-Based Solution: MIT Election Lab research shows that transparency and clear processes are key factors in voter engagement. When people understand how systems work, they're more likely to participate.

Implementation Roadmap

Why 26% for Recent Graduates?

Current Reality:

- 44-percentage-point gap between 1970s (48%) and 2020s (4%) graduates
- Overall organizational average: 23% participation

Research-Based Target Logic:

- 26% represents closing the generational gap by exactly half
- Brings recent graduates slightly above organizational average
- Creates measurable benchmark: 44-point gap → 22-point gap

Implementation Timeline: 6 months:

4% → 6.5% | **12 months:** 6.5% → 10% | **18 months:** 10% → 15.5% | **24 months:** 15.5% → 21% | **2027 election:** 21% → 26%

Next Steps

Collaborative Team Effort from Grads Who Experienced the Election Process First-Hand

Erin Staine-Pine, 98, 33.1%

Ebony Johnson, 2000, 26.5%

Charlie Crouse, 2013, 17.4%

Incorporating the insights and feedback of grads who have already demonstrated a desire to serve in a volunteer capacity for the betterment of the graduate community

October 2025 Meeting →will bring recommendations and motions for the Board's consideration

Direct Feedback (Comments Section)

Strong Overall Satisfaction

- Majority praised the electronic voting process as efficient and user-friendly
- "This was a very efficient and effective voting process"
- "Simple and straightforward. One stop shop for candidates, bios, amendments, proposals etc."

Top 3 Improvement Areas Identified

- Technical Issues - Session timeouts causing lost votes
- Information Access - Ballot delivery problems and insufficient amendment context
- Data Privacy - Concerns about member information access and unauthorized communications

Technical Issues - Session Management & Platform Stability

"I needed more than one hour to reads all the bios and vote. I lost my ballot when I went over an hour. When I signed in again the ballot I'd been working on was gone and I had to start over."

"Ballot timed out before I was finished and wiped out all of the selections made up to that point. No warning that it was timed out until I tried to cast the ballot."

"I used the Vote Now link and completed and submission failed and brought me back to a blank form requiring me to reenter my selections and submit a second time."

Information Access & Data Privacy

"WAS PRETTY HARD TO GET A BALLOT. STILL DON'T HAVE AN EMAIL. THANKFULLY THIS WAS FOLLOWED UP WITH SNAIL MAIL."

"Arguments for and against the amendment would have been useful."

"I would've like to have more information on the rationale behind the changes to the bylaws."

"I think it's sketchy to receive mail from the Unity group. Who else is the AOG giving my information to?"

"Any candidate who exploited laws pertaining to obtaining my personal information to include my address should be identified on the ballot."

Class Advisory Senate

Director Cinnamon

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Foundation Report

Alex Gilbert ’87

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Air Force Academy Foundation Board of Directors

The Air Force Academy Foundation exists to provide financial support for Academy programs and ensure all donations are carefully and faithfully stewarded.

- Board focuses on strategic direction and alignment with Academy mission.
- 61 Board directors – virtually every decade represented.
- Board meets 3X's annually plus committee meetings and ExCom.
- Board fully supports joint mission with AOG: **Support Academy, serve graduates and preserve heritage of institution.**
- Positive relations with USAFA critical to mission and impact.

Foundation impact since 2007



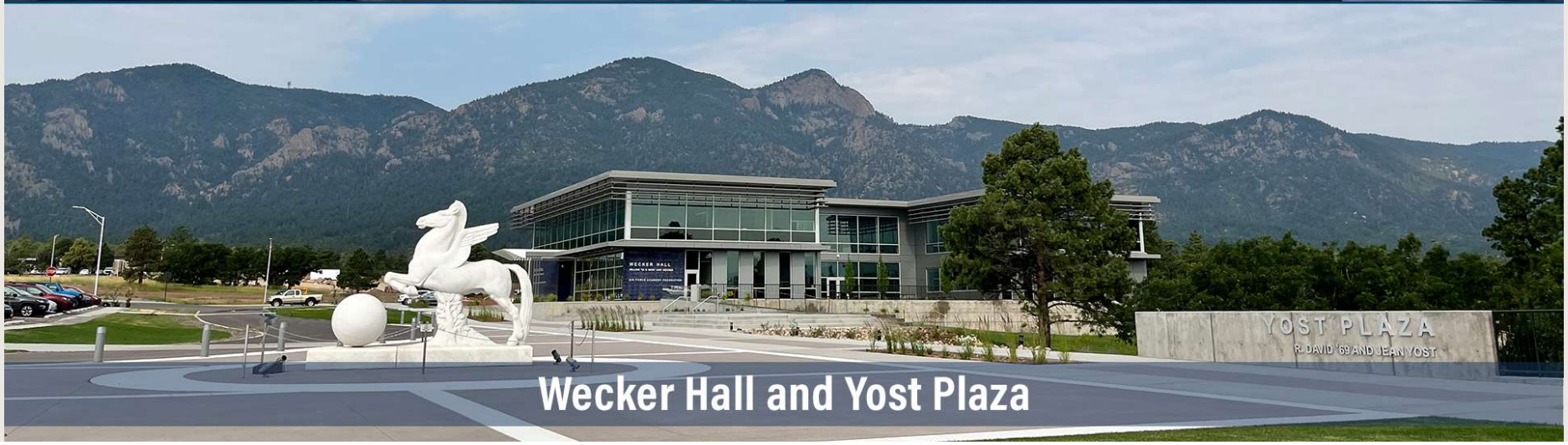
Donor-supported projects



Madera Cyber Innovation Center



Kucera Legacy Center

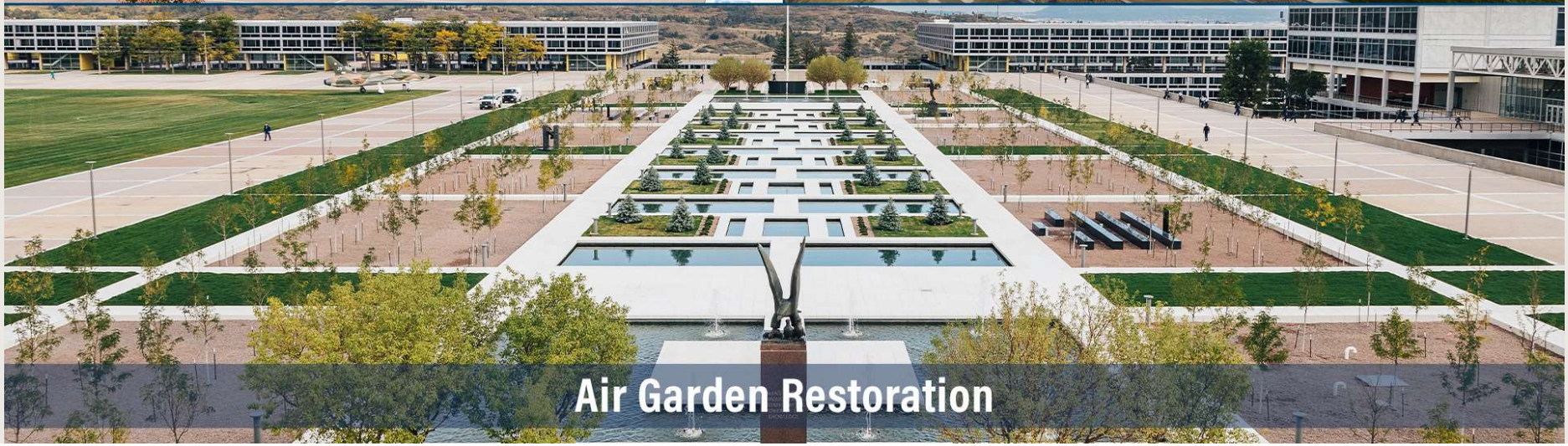


Wecker Hall and Yost Plaza

Donor-supported projects







Donor-supported projects









Honorary Membership Recommendation – Mr. Duane Boyle

Hans Mueh + Steve Simon, sponsored by Director Dudley

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

All Director Discussions

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

- Committee Non-voting Member Decision

Director Motions

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Motion on Giving Grads a Voice

Author: Director Rod Bishop

Motion: Move the Board of Directors provide the following directions to the AOG staff:

WHEREAS in February, 2025, AOG members elected new members of the AOG Board of Directors in part because of their pledge to try to cause the AOG to "give grads a voice" about the Air Force Academy, if elected;

WHEREAS in February, 2025, AOG members voted by a margin of 76%+ to change the Articles of Incorporation and the Bylaws of the AOG in part to "give grads a voice" about the Air Force Academy; and

WHEREAS AOG members are more likely to feel that their AOG supports them and, as a result, to support the AOG and the Air Force Academy if the AOG "gives grads a voice" by collecting and providing the Air Force Academy's leadership information about the view of graduates about the Air Force Academy and other issues of concern to our graduate community, and also forwarding to applicable organizations or offices with the power to take action;

THEREFORE, the Board of Directors of the Air Force Academy Association of Graduates directs that its staff put on the AOG website a means of collecting the views of Air Force Academy graduates about the Air Force Academy, and other issues of concern to graduates, and of identifying appropriate information about those graduates and their concerns/suggestions. Additionally, the staff is asked to provide the AOG Board of Directors ideas and suggestions on additional ways to "give grads a voice" about the Air Force Academy and concerns/suggestions they might have.

Prior Action: None taken.

Purpose: Justification is in body of motion.

Motion on forming External Communications Committee

Author: Director Denny Merideth

Motion: Move that AOG Bylaws be amended to add paragraph e to Article VIII section 6 authorizing a standing External Communications Committee to develop relationships extending the visibility and influence of the AOG and AOG Board by adding the following:

External Communications Committee: The External Communications Committee (ECC) shall be composed of not less than 5 voting Directors and the AOG CEO as a non-voting member. Members shall be experienced in cultivating networks, public engagement, and communication. The ECC shall develop and execute engagement opportunities to build a supportive and synergistic network of relationships across the spectrum of organizations, boards, and entities that can positively impact the AOG's mission and the USAF Academy. The ECC will ensure relationships are supportive of the AOG CEO and BOD. A monthly report will be posted on the BOD internal management platform, and a consolidated report will be given at each scheduled board meeting.

Prior Action: Governance Committee acknowledged the motion, but no discussion or action followed.

Purpose: Members of the BOD have excellent standing with various entities and influence leaders. This committee is to leverage the skills and access of members of the BOD to "advance key mission-related concepts, build alliances, further the impact of the association, raise the confidence of stakeholders, and build trust in the association.

Motion External Communications Committee Appointments

Author: Director Denny Merideth

Motion: Move the following Directors be appointed to the External Communications Committee and the Committee Members select the Committee Chair at their first meeting: DT Thompson, Rod Bishop, Christopher Walker, John Cinnamon, and Alex Fogassy.

Prior Action: Governance Committee acknowledged the motion, but no discussion or action followed.

Purpose: Capture the outstanding capabilities of specific directors to build relationships in concert with the CEO. Each named director has superb credibility with a range of entities and can represent the AOG BOD in a truly impactful fashion.

Motion on BOD Resolution – Merit in the Military

Author: Director Christopher Walker

Motion: Move the Board of Directors adopt the following resolution and the AOG CEO ensure delivery to appropriate congressional leadership.

Resolution – Merit in the Military

WHEREAS, the United States Armed Forces bear the solemn duty to defend the nation and, at all levels, require the best-qualified leaders to ensure mission success and to optimize warfighters' safety;

WHEREAS, the principle of merit-based advancement is fundamental to military effectiveness, requiring personnel actions—including accessions, training, assignment, and promotion—to be based strictly on demonstrated performance, capability, technical competence, and fitness;

WHEREAS, race, ethnicity, and national origin have no correlation with leadership ability, and their consideration in military personnel decisions would violate the constitutionally mandated equal protection of the laws and undermine selection of the best-qualified individuals;

WHEREAS, the use of demographic goals, targets, or preferences in military personnel decisions can erode trust, weaken morale, and diminish unit cohesion, ultimately degrading combat effectiveness;

WHEREAS, DoD civilian employees are protected by statutory prohibition (Title VII) against race-based discrimination, but uniformed service members lack such statutory protection, necessitating clear legislative safeguards; and

WHEREAS, Congress has the constitutional duty under Article I, Section 8 to regulate the armed forces and to ensure military personnel policies align with equal protection principles as much as possible; now, therefore, be it

RESOLVED, by The United States Air Force Academy Association of Graduates, at its Board of Directors meeting on July 25, 2025, that merit-based criteria should be used in all Department of Defense military personnel actions, explicitly prohibiting the use of race, ethnicity, and national origin, to ensure the highest level of combat effectiveness and military readiness.

Motion to form an Advisory Council Task Force

Author: Director Denny Merideth

Motion: Move that the Board of Directors establish an Advisory Council Task Force to determine the feasibility of forming an Advisory Council for the AOG Board of Directors. The Advisory Council would serve as an independent sounding group, provide advice, expertise, and special project leadership. The size of the Council, selection of members, stating objectives, defining clear organizational lines, and lines of synchronization are to be among the recommendations of the Advisory Council Task Force. A key objective is for the Council to provide awareness to the Board on the effectiveness of hearing the voices of graduates and the effectiveness of outreach to graduates from both the AOG and the AOG Board of Directors. An initial report of the Task Force will be due to the Board of Directors at the October 2025 scheduled board meeting.

Prior Action: Governance Committee briefly discussed the motion, but no definite action followed.

Purpose: The benefits of a positively structured and charged advisory council or advisory committee can be significant. Establishing an advisory body can expand the active involvement of graduates, provide both a depth and breadth of knowledge to be tapped for advice, and enhance the transparency of the BOD. There are advisory bodies at other institutions and non-profits that can be researched for whether the concept is effective or not. The potential benefits of an advisory body justify the formation of a task force to make recommendations and to refine an approach to implementation.

Motion on BOD Resolution – Pardon & Amnesty

Author: Director Rod Bishop

Motion: Move the Board of Directors adopt the following resolution and the AOG CEO ensure delivery to appropriate administration leadership.

WHEREAS federal courts have ruled that the military's anthrax and COVID vaccine mandates violated federal law and the President of the United States and the Secretary of Defense have stated in writing that the military's COVID vaccine mandate was "unjust" and "unlawful as implemented," respectively;

WHEREAS, thousands of military members, ***including USAFA graduates***, negatively impacted by these illegal military vaccine mandates deserve remedies they have not received;

WHEREAS, the means of obtaining these remedies, including through the Boards for Correction of Military Records, which can be costly and time-consuming, are not timely, effective or otherwise satisfactory;

THEREFORE, the Board of Directors of the Air Force Academy Association of Graduates strongly endorses the recommendation of other organizations that the President of the United States grant pardons/amnesty to all those who have been negatively impacted by the military's anthrax or COVID vaccine mandates.

This resolution will be posted on our Association of Graduates website and included in updates sent to graduates of the Unites States Air Force Academy.

Prior Action: None taken.

Purpose: Justification is in body of resolution.

Motion Regarding Appointed Directors to the AOG BOD

Author: Director Dan Bohlin

Motion: Move that the AOG Board directs that the Governance Committee report to the Board proposed changes to the Bylaws, NLT than its next regular meeting, that ensure the Board only makes future Director appointments to the Board to fill elected Directors' vacated positions.

Prior Action: Governance Committee acknowledged the motion, and incorporated ideas into the larger discussion of appointed directors but no action followed.

Purpose: In March and April 2025 following the issues surrounding appointments there were many graduates who voiced concerns about the process. This motion honors their request of BOD having no appointed Directors except to fill a vacated elected Director's position for the remainder of that Director's term.

Motion on Aligning Bylaws with USAFA and DAF Terminology

Author: Director Dan Bohlin

Motion: Move that the AOG Board amends the AOG Bylaws as reflected in the following:

Article I. Vision, Mission, Guiding Principles, Section 2. Mission: to read, ". . . support USAFA in its mission to forge leaders of character, motivated to a lifetime of service, and developed to lead our Air Force and Space Force as we fight and win our Nation's wars."

Article I. Vision, Mission, Guiding Principles, Section 3. Guiding Principles: para. d. by changing "U.S. Air Force" to read "Department of the Air Force (DAF)." *[Director Fogassy recommends "U.S. Air Force and U.S. Space Force" instead of Department of the Air Force (DAF) for this line]*

Article III. Membership, Section 5. Honorary Members: by inserting "the Space Force," between the Air Force and the Academy.

Article III. Membership, Section 9. Termination or Denial of Membership: para. c. by inserting "the Space Force," between the Air Force and the Academy.

Prior Action: Governance Committee discussed the motion and Chair Krauth stated that prior proposals by the committee for like changes would be incorporated into the final motions. General consensus to support the changes.

Purpose: Update the guidance to incorporate changes made to the alignment of the Space Force, Department of the Air Force and USAFA mission and vision statements.

Motion on Review of Appointments

Author: Director Denny Merideth

Motion: Move that the Board of Directors direct the Governance Committee to conduct an outreach process to gather AOG member inputs on Board appointment of directors, review requirements, establish a timeline of actions, and prepare a proposed amendment addressing BOD appointments of directors. to be voted upon by the AOG Board of Directors at the October 2025 scheduled board meeting.

Prior Action: Governance Committee discussed at two committee meetings with general agreement on concept and wording. Primary clarification needed on date as the initial motion identified December meeting and at most recent committee meeting a general agreement was that the April 2026 meeting would give time to prepare. Additional discussion on the group to task led to a consideration of a joint committee made up of the Governance Committee and the Nominations Committee.

Purpose: There are several issues raised concerning BOD makeup, term length, appointments, and voting as well as several motions put forward to amend guidance in reference to the wide range of questions. Establishing a responsible committee or task force with an expected completion date consolidates the linked issues.

Motion on Amendment for Appointments

Author: Director Denny Merideth

Motion: Move that the AOG Board of Directors amend the Bylaws to make Appointed Directors non-voting positions except in the case where a director is appointed to replace an elected Director vacancy by making the following changes:

Change Article II Section 5 to read: **Appointed Directors**: AOG graduate members appointed to the Board of Directors as non-voting Directors pursuant to the requirements set forth in Article V".

Change first line of Article V Section 2b to read: "There shall be no more than four non-voting appointed directors …"

Change first line of Article V, Section 5d to read "The Secretary shall be an elected ~~or appointed~~ director and shall serve as…."

Change Article V Section 10a to read: A quorum of two-thirds of the total number of directors eligible to vote must be present for the Board to act on any issue.

Change Article V Section 10b to read: Each elected director, and any director appointed to fill an elected vacancy, is entitled to one vote on every issue.~~, except that appointed directors eligible for reappointment may not ratify their own appointment~~.

Prior Action: Governance Committee acknowledged the motion, but no discussion or action followed.

Purpose: In March and April 2025 following the issues surrounding appointments there were many graduates who voiced concerns about the process. This motion honors their request for the BOD to consider the voting privileges of appointment Directors.

Motion on Surviving Spouse Amendment

Author: Director Alexander Fogassy

Motion: Move that AOG Bylaws be amended to add a category of membership to Article III titled "Surviving Spouse Member" by making the following changes:

Replace Article III Section 2 with the following: "**Surviving Spouse Members**: Surviving spouses of Graduate Members are invited to opt-in for a lifetime membership in honor of their spouse's Graduate Membership with all benefits except they may not vote in elections."

Renumber the remaining sections to 3 through 10 accordingly**.**

Prior Action: Governance Committee discussed the motion and CEO Mark Hille provided additional input as to the current recognition of Surviving Spouses. The discussion included a determination that the category of Surviving Spouse would be for the spouse at the time of a member's death. The details of how to incorporate the added category with ongoing recognition efforts would be the responsibility of the AOG staff.

Purpose: Throughout a lifetime of service and commitment to the AOG the spouses of many graduates are just as invested as their graduate spouse. The addition of the category of "Surviving Spouse" recognizes the service and commitment that a spouse has given through lifetime of association with the AOG.

Motion on transparency Amendments

Author: Director Denny Merideth

Motion: Move that AOG Bylaws be amended to improve transparency by making the following changes:

Change Article V Section 7b to delete the following sentence: "~~Special meetings are not considered open meetings~~."

Delete the second sentence of Article V Section 8: "All Board meetings shall be open to all members who are able to attend in person. ~~This does not include attendance at committee meetings.~~"

Prior Action: Governance Committee discussed the motion and addressed whether the entire sentence should be deleted or just to remove the word "not" from first portion of motion. Either action achieves the same end point. The deciding point is whether a positive reference to "are open" is preferred versus the lack of any contrary statement about the meetings being closed.

Purpose: There has been a perception of a lack of transparency in BOD meetings and decisions. These two changes are fashioned to make improvements in both the perception and the practical application of transparency.

Motion - Justice Delayed Input to Board of Visitors Committee

Author: Director Rod Bishop

Motion:

Whereas justice delayed is justice denied.

Whereas AOG Board members have received extensive feedback from graduates, parents, cadets, and lawyers that the time involved in resolving military justice cases is excessive

Whereas excessive timelines in administering justice run contrary to the original intent of the military justice system and are extremely detrimental to the morale of a unit.

Whereas graduates, parents, cadets, and lawyers have informed AOG BOD members on other irregularities in the USAFA justice system also negatively impacting morale

It is so moved that the External Affairs Committee and /or the Association of Graduates' CEO communicate these concerns of our community to the organization that has oversight of the morale at USAFA – specifically the USAFA Board of Visitors – for their possible action.

Prior Action: No prior action.

Purpose: Captured in the body of the motion.

Motion on amendment to Clarify Article XII

Author: Director Denny Merideth

MOTION: Move that the AOG Boad of Directors amend the Bylaws to clarify Article XII "Amendments to Bylaws and/or Article of Incorporation" by making the following changes (additions in red and deletions with strikethrough):

ARTICLE XII. Amendments to Bylaws and/or Articles of Incorporation

Section 1. Board Proposed: The Bylaws will be reviewed biennially by the Governance Committee. The Board may propose and approve amendments to the Bylaws and may propose amendments to ~~/or~~ the Articles of Incorporation. All amendments must be approved by two-thirds majority of the entire Board. Bylaws changes are effective immediately upon approval, unless otherwise specified.

Section 2. Membership Proposed: A member may also submit proposed amendments for a vote of the membership by obtaining the signatures of members representing at least five percent of all voting members. ~~All membership-proposed amendments to Bylaws and Articles of Incorporation must be submitted to a vote of the members. A quorum of 10 percent of the membership eligible to vote is required for the vote to be valid. The amendment must be approved by the majority of that quorum. Once the vote is concluded, the revisions and amendments will be adopted upon certification by the Board Secretary.~~

Section 3. Membership Voting: All membership-proposed amendments to Bylaws and Articles of Incorporation and all Board-proposed amendments to the Articles of Incorporation must be submitted to a vote of the members. A quorum of 10 percent of the membership eligible to vote is required for the vote to be valid. The amendment must be approved by the majority of that quorum.

Motion on amendment to Clarify Article XII – cont.

~~Section 4. Non-Substantive Changes:~~ ~~The Board shall have the authority to make non- substantive wording and numbering changes to the Bylaws for the purpose of ensuring their consistency, grammatical correctness, and coherence.~~

Section ~~4~~5. Effective Date of Adoption of Membership Proposed Bylaws and Amendments: Once the vote is concluded, ~~and~~ the revisions and amendments will be adopted upon certification of the election by the Board Secretary.

Prior Action: Governance Committee discussed the motion. Director Walters provided an insight on her view that section 4 regarding "Non-Substantive Changes" should be retained. The ensuing discussion was not closed and bears further review upon motion presentation.

Purpose: The amendment written and adopted that changed this portion of the Bylaws inserted some uncertainty and duplicated some language. The bulk of this motion clarifies and cleans up the language. The following explains the logic of the changes:

1. Section 1 change: amending the AOI is codified in the AoI and does not delegate the authority for changes to the BOD. This change aligns the Bylaws with the AOI.
2. Section 2 change: the verbiage deleted is repeated in Sections 3 and 4/5 so deleting the sentences is removing duplicated wording.
3. Section 3 change: adds the clarification of board proposed amendments for vote which aligns the guidance to the change in section 1.
4. Section 4 deletion: the concept is a holdover from previous Bylaws, at least as far back as the 2011version. The point of the paragraph was to allow the BOD to make non-substantive changes so that mundane type of corrections or improvements did not need full membership approval. With the 2021 amendment giving the BOD authority to make all changes to the Bylaws there is no real need for the non-substantive paragraph.

Assignments for October meeting

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

- Operating Plan & Budget to Directors
- BOD Meeting
  - AOG / AFAF Update
  - Committees / CAS Reports
  - Assign Gov. Policies Cat. 2 / Calendar Review
  - Approve Budget

MONITORING REPORT

DATE: 25 July 2025
POLICY TYPE: Executive Limitations
POLICY NUMBER: 2.5
POLICY TITLE: Asset Protection
POLICY DESCRIPTION: **The CEO shall not allow the assets of the AOG to be unprotected, inadequately maintained or unnecessarily risked. Accordingly, he or she may not:**

1. **Fail to insure:**

   a. **against theft and casualty losses to at least replacement value, and**

   b. **against liability losses to Board members, staff and the organization itself in an amount at least equal to the average for comparable organizations.**

REPORT:
The AOG maintains a comprehensive set of insurance policies which provide protection against theft and casualty losses; the current policy covers the calendar year. The current year coverage for Doolittle Hall and surrounding area (including the Southeast Asia Memorial Pavilion and Plaza of Heroes) is $14 million. Additionally, the AOG maintains a Directors and Officers policy in the amount of$4.0 million, Employment Practices Liability coverage of $4.0 million, and Fiduciary Liability Insurance of $1.0 million, which are all sufficient coverage for an organization of our size. The AOG also maintains an umbrella liability policy of $9.0 million, business auto liability and calendar year workers compensation coverage of $1.0 million each, and a general liability policy (aggregate) of $1.0 million. Our Cyber Insurance coverage is $2.0 million to cover incident response, digital data recovery, network extortions, and payment card loss.

2. Allow on-bonded personnel access to material amounts of funds or fail to insure against employee theft and dishonesty.

REPORT:
The AOG employee theft and dishonesty policy has coverage of $3 million for the new coverage year and provides protection to the organization for acts of theft by AOG employees; forgery and alteration of documents, computer fraud, credit card fraud, and other liabilities. Additionally, our internal operating and control policies provide for appropriate segregation of duties and responsibilities that ensure the proper handling for cash and credit card data.

3. Subject facilities and equipment to improper wear and tear or insufficient maintenance.

REPORT:
The AOG has a facilities staff who maintain our building. The organization, by direction of the Board, established and funded a Heritage Initiatives and Preservation Fund that provides for the purchase of equipment and payment for services incurred to maintain all areas of the

constructed and leased property, excluding Doolittle Hall. When needed, maintenance assets and equipment are purchased, and upkeep and upgrade operations are conducted regularly to maintain the property.

4. Unnecessarily expose the AOG, its Board or staff to claims of liability.

REPORT:
As previously mentioned, the AOG maintains Directors and Officers, Employment Practices and other insurance coverage to mitigate exposure for the organization. Our internal operating procedures, human resource policies and our building use and maintenance procedures are developed and designed to provide a reasonable, commonly accepted and legal approach to conducting our business. Additionally, issues of a questionable nature which may affect the AOG's legal liability are referred to available legal counsel for an appropriate opinion, when necessary.

5. Make any purchase:

a. **wherein normally prudent protection has not been given against conflict of interest**

REPORT:
The AOG has a Conflict-of-Interest policy which requires Directors and Officers to disclose any conflicts or affirm that no conflict exists. This policy is executed on an annual basis, and Directors and Officers are required to update the disclosure in the event an occasion arises that would create a potential conflict of interest. The Employee Handbook, given to and acknowledged by all employees, also states the organization's policy regarding employee conflicts of interest.

b. **of over $50,000 without having obtained comparative prices and quality**

REPORT:
All major purchases for the organization are approved by both the CEO and the CFO. Organization policy requires the submission of three qualified estimates or bids, when possible, for purchases in excess of $50,000.

6. Fail to protect intellectual property, information and files from loss or significant damage, in accordance with commonly accepted business practices.

REPORT:
The AOG maintains electronic files which are backed up regularly to cloud storage service. Additionally, internal hard copy files are kept in a central location, and are locked, with limited access, during off duty hours.

7. Fail to inventory and maintain physical property with safeguards to minimize/prevent loss, damage or theft.

REPORT:
Merchandise for sale is inventoried and kept under lock and key in a designated storage area with limited and controlled access. Additionally, a detailed inventory of all fixed assets is maintained in our accounting software.

8. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.

REPORT:
Counter cash for merchandise is balanced daily with the assistance of the Customer Service staff, a cash requirements list is approved by the Senior Director for Finance prior to printing and disbursing of checks, and transfers of operating funds to Schwab, our investments custodian, are approved in writing by two senior staff members before being authorized for transmittal. Petty cash is sparingly used and is kept locked in a hardened steel safe during the day and after hours.

9. Endanger the AOG's public image or credibility.

REPORT:
All employees on staff have received a copy of the updated January 2024 Employee Handbook which outlines employee responsibilities to the organization, in fact and in appearance.

10. Change the organization's name or substantially alter its identity.

REPORT:
In its meeting on October 18, 2024, the Association of Graduates board of directors approved a new brand and identity, including use of a shared brand with the Air Force Academy Foundation. Though the shared brand makes use of the name U.S. Air Force Academy Association & Foundation, the Association of Graduates' name remains the organizational identity, and the brand captures the mission and purpose of the AOG.

Status: In Compliance

MONITORING REPORT

DATE:	25 July 2025
POLICY TYPE:	Executive Limitations
POLICY NUMBER:	2.6
POLICY TITLE:	Investment Management
POLICY DESCRIPTION:	**The CEO will not fail to invest in accordance with the current Board-approved Financial Management and Investment Policy (FMIP).**

REPORT:
Investments are compliant with the approved FMIP. The Chief Financial Officer invests operating capital and other required liquid funds in a US Treasury fund or other high-quality money market fund, as required by the FMIP.

Status: In Compliance

MONITORING REPORT

DATE: 25 July 2025
POLICY TYPE: Executive Limitations
POLICY NUMBER: 2.13
POLICY TITLE: Annual Audit Report
POLICY DESCRIPTION: **The CEO will not fail to immediately address major findings in the annual audit report.**

REPORT:
There were no significant or unusual transactions or significant accounting policies in controversial or emerging areas identified in the audit of the fiscal year 2024 financial statements. The auditors issued an unmodified report on our 2024 financial statements. Additionally, the organization's 990 was prepared and filed on time.

Compliance Status: **In Compliance**

Board Remarks – July 2025

1. Good morning. My remarks today will be focused on two principal topics before handing over the floor to Baja/Kelly and Katie. First, I will offer some reflections on our organization after five years in this or an adjacent seat, and second, I will provide my traditional overview of our activity for the last quarter.

2. I'll begin with some history.

3. During the AOG election in February of 2019, the membership approved a change to the Bylaws, and with it, the adoption of the single CEO model. General Mike Gould was subsequently named the first CEO in the spring of 2020.

4. I returned to our Academy about that same time and have served, first as the president and now CEO… During those years, I've had a chance to observe several realities of this unique union.

5. One observation is that we are not alone. I'm often asked "what do West Point and Annapolis do?" West Point has a single organization and a single board – not unlike our AOG circa 2001. Annapolis, on the other hand, mirrors our organization today - two boards connected by a memorandum of agreement, sharing a single staff. The only difference is that our Annapolis colleagues have been at it for nearly 30 years instead of 5. Regardless of the governance model, in both instances the staff functions as a single unit. Alumni affairs, communications, development, stewardship…all integrated.

6. This is common in higher education and creates – from the staff perspective at least – significant operating efficiencies. There is a unified operating approach to our daily "external relations activities" without significant intramural squabbles, daily collisions or overlapping responsibilities.

7. From the board perspective, there are efficiencies in sharing staff as well. We save money. Several years ago we were paying for two finance offices, two HR functions, two communications departments, two payroll systems and separate benefits plans with smaller and more costly insurance pools. In combining the staff, we have eliminated duplicative support positions, cut cost and redeployed savings into the core business of engagement and fundraising…this is good.

8. But as the saying goes, there's no free lunch.

9. So, while the staff has a sense of being unified internally, we see the potential for competing priorities at the board level, and for tension. Which organization does the staff report to - both organizations fully, or to each one partially? What happens if the boards disagree about a response to Academy actions or policies? What happens if there are differing priorities for use of the staff? Indeed, it is not unreasonable to imagine that the boards may wrestle with these questions under the terms of the current arrangement. While each board retains full authority

to direct the activities of its organization, in a practical sense, each board's actions may significantly impact the future of the other.

10. In effect, each board has surrendered a bit of its autonomy to this greater joint enterprise, for the promise of a brighter future for all. These are boundaries yet to be tested, thankfully, and we will give everything we have to keep the system in its fine balance…but that balance does keep me awake at night.

11. I'll add a final wrinkle to this…the size of our boards. Between the two organizations we have 77 directors of which 70 are voting members serving on 21 different committees. We host seven board meetings and roughly 90 individual committee meetings each year, not including the activities of the Class Advisory Senate and other advisory councils. As an engagement tool, more is more…but from the standpoint of good governance and unity of purpose, I see a structural limit emerging. No doubt these issues were discussed six or seven years ago at the beginning of this arrangement – and those questions may need to be readdressed in the years to come.

12. **NEXT SLIDE:** Now to our performance over the last quarter.

13. One major development in terms of our first priority, **engagement**, is the addition of Baja Cornelius to the team, having taken over the responsibilities that Naviere held prior to her move to North Dakota and subsequent change in role. Recall that we sought an individual to round out our senior team who had significant Air Force experience, and Baja's presence and background is beginning to have the intended effect. Baja was only a few weeks into his tenure at the last meeting – now he is getting his arms around the work of graduate and parent relations…reunions, chapters, career services, Next of Kin support, graduate events.

14. Several of these programs are in need of renewed attention. As we aim to further expand alumni engagement around the country, we really do need to solve the **great question of chapters**. Chapters are wonderful instruments of local engagement, and in some places they are incredibly active organizations, to powerful effect. North Texas and South Carolina are two strong examples. But in many other locations, chapters are not active at all. Some chapters have broad representation of all grads living in that area… young, old, active duty, guard, reserve, retired and those in civilian careers. The Twin Cities Chapter stands out. Meanwhile others are unidimensional – a few classmates meeting for coffee at 10am.

15. Chapters come in all shapes and sizes, but each should be growing and reaching new members in their own way. Baja now has the challenge in the coming year to take the feedback from our strategic plan mid-course review, from chapters, and blend that to reinvest, and where necessary, reinvent our approach.

16. Another topic Baja has been tackling – which he will say more about in a moment – is our reunion program. We were delighted to receive a $4mm gift last year to help make reunions more accessible, especially for the 10 and 20 year classes. But we have much work left to do to achieve our strategic goal of an 18-month planning window. Some classes naturally get there

(Class of '76 has been working on its 50th since the 45th), but others get behind the curve and the experience suffers.

17. Meanwhile, our membership for all program continues with current and soon-to-be graduates. We are also outpacing parent (non-voting) memberships from prior years. This, along with small improvements in our earned revenue activity in the last quarter means that we are trending in the right direction. I am pleased to report that in both the Association and Foundation, our net assets are growing, and we are meeting or exceeding operating results.

18. A particular bright spot provides an opportunity to compliment Naviere in her new responsibilities. Our NextGen Advisory Council is up and running, and may be among the most important efforts we will undertake during my tenure. Following both boards' direction two years ago, we have formed a council advising the boards and the CEO, and working to connect, engage and invite the participation of graduates under the age of 50. This weekend the Council is meeting for the first time – 23 of the most dynamic individuals have dedicated their time and significant resource to making a difference. This group will meet twice a year, including this weekend when they will be reviewing the results of a recently completed young grad survey. I would strongly encourage each of you to spend time getting to know members of the council.

19. In terms of **philanthropy**, the first half of the year has been a good one. We understood that this would be the year or 18 months of a "recovery breath" following the successful seven-year campaign. Many of our most loyal donors made stretch commitments during the campaign, and the key projects have been completed, or nearly so. This is our chance for a strategic pause as we gather information from the Academy and stakeholders and consider the framework of the next campaign. Kelly will talk about the process, but the future effort might amount to another seven years, and a half billion dollars of support.

20. We can already see some projects emerging as possibilities; a renovated Doolittle hall, a restored Carlton house, help with the Baseball Field and the Cadet Library renovation, and perhaps a Space Education Center if approved. There must also be support for academic and athletic programs, faculty and departmental endowments, cadet travel as well as unrestricted contributions. The total needs will almost certainly outstrip our capacity, so identifying the intersection what is needed and what donors will support is key.

21. This moment of campaign soul-searching coincides with significant transformation at our Academy. Civilian personnel cuts, talk of a staff reorganization and change across DoD all mean that the question of "wither goes thou" our Academy is the essential one.

22. Nevertheless, we've raised more than $21 million in the first half of the year outpacing 2024 and several of our better years in the campaign… I'm also pleased to report that we have finished out all but one of the major campaign projects and priorities, the remaining one being the Tuskegee airman memorial, a priority set by our former superintendent and carried forward by this administration.

23. But back on the naughty list after a great year in 2024 is graduate participation. It seems that as soon as we move the needle in the positive direction, we take a step back. Consistency in participation, especially for graduates of the last three decades, is a real issue. I will invite Kelly to share more about this during her remarks – we work on participation every day.

24. Now let's turn our attention to our third strategic imperative, **stewardship**.

25. A moment ago I mentioned a renovated Doolittle Hall. That gives me an opportunity to talk about our stewardship imperative of the history and heritage of the Long Blue Line. The future of Doolittle Hall, this campus and the heritage trail is an obligation we take seriously. I am pleased to say that we inspirational images to get us launched on a fundraising effort to restore and enhance Doolittle Hall, ensuring that it is a heritage and events center for the future. Constructed in 1992, Doolittle Hall has been a marvelous asset of the Association of Graduates, but it was chopped up over the years with offices and it become more difficult to host events. With the completion of Wecker Hall and Yost Plaza, we are able to tackle a bold vision for the future of our AOG home. We are also proudly adding to the heritage trail…with ribbon cuttings set for fall of 2026.

26. **Communication**…One of the big demands of the strategic plan was to create and launch a combined brand for both the Association of Graduates and the Air Force Academy Foundation. Several recent comments from our graduate community, following the launch of the new website, have questioned the fidelity of the new brand to our heritage as an organization. Are we still the Association of **Graduates**? Are we also the Foundation? The answer is…yes. The organizations' names remain the Association of Graduates and the Air Force Academy Foundation. But rather than continue with two completely unrelated brands, we sought and received approval in 2024 for a combined representation of our organizations, abbreviated the association and foundation. I believe this multi-layer approach has merit, and would urge us to live with it for a period of up to 18 months before considering major adjustments, even as we sharpen our use of the individual and combined brands. Bill Boisture '67 – former CEO of Gulfstream and AOG director encouraged us to "spend behind the new brand" and tell the story of both organizations working together.

27. Amidst this, we are pleased to have launched a new website on July 1, and not a moment too soon. The AOG website was nearly 20 years old, and it showed. I bet you didn't know that every time we wanted to change a sentence, add a period, post a photo or a new set of minutes we needed a computer programmer to change code… this is how websites were constructed 20 years ago. Modern websites are far more nimble. We now have a website platform that allows our team to quickly respond with changes and new functionality. We launched the new site with the majority, but not all, of the content we will ultimately have. Each week we're adding another 5 to 10%. By the end of summer we will be fully operational.

28. I also want a reference the quality of our social media and new media. Three years ago we had little if any social media presence and our new media presence was thin. I am proud to say that has changed. This may not mean much to some of us who consume information via hard copy or email… But to engage young graduates, this is an essential capability. I would ask you spend a

little bit of time orienting yourself to some of these improvements. Wyatt or Naviere would be delighted to walk you thru individually as well.

29. Finally, a reference about our **organizational excellence**. One of the more significant developments for our staff over the last year is what we call our leadership council. It is effectively the next line of leaders in our organization beyond the group that's here in the boardroom with you. All credit to Katie Willemarck for not only bringing this concept forward, but nurturing it as well. The strategic plan calls for thoughtful succession planning training our newer leaders, is part of that. The results are positive - a stronger sense of shared goals, reduced turnover, and increased productivity and professionalism. And of course the move to Wecker Hall has arrived right on time – further enhancing our ability to work efficiently together day in and day out.

30. In closing, on behalf of the staff I thank you for your continuing service and generosity. We serve a noble mission together, and we appreciate the care you provide to us amidst your duties for the Association and Foundation.

31. I'll pass the mic to Baja and Katie.

Financial Statements
For the fiscal year to date through June 30, 2025

Management Discussion and Analysis

Statement of Financial Position (Page 2)

The enclosed financial results for the fiscal year-to-date through June 30, 2025, were prepared in accordance with generally accepted accounting principles (GAAP).

The total assets of the organization were $124 million, an increase of approximately $5.1 million from 2024. The use of $10M of Moller fundings for the Kucera Legacy Center at the Academy's direction has been offset by market growth over the past year in both investments and the beneficial interest. Cash has decreased year-over-year due to timing of the Moller trust. In 2024, the Moller June payment was invested in July. In 2025, the Moller June payment was moved into investments in June. Additionally, pledges and accounts receivable decreased year-over-year related to timing of sponsorship payments.

Total liabilities have increased by $0.5 million related to timing of the intercompany payable expenses owed to AFAF and timing of deferred sponsorship contracts.

Total net assets have increased $4.5 million from the use of $10M of Moller funds for the Kucera Legacy Center combined with 2024/2025 market performance.

Operating Statement of Activities (Page 3)

Overall, we have a net surplus of $2.4 million for the fiscal year to date, entirely due to investment gains. Shortfalls on revenue targets are being offset by overall savings in expenses.

Revenues (Highlights Page 3)

- Overall revenue is slower than budgeted. **Merchandising revenue** has been negatively impacted by base closures and not hosting Fam Fest on In-processing Day. **Advertising and Sponsorship revenue** remain behind and an area of focus for the AOG.

Expenses (Highlights Page 3)

- **Personnel costs** are lower than budgeted by $236 thousand due to attrition.
- Overall, we are controlling our costs well particularly within events and employee travel.

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Statement of Financial Position
As of June 30,
(Unaudited)

Assets		**2025**	**2024**	**$ Variance**
Cash and Cash Equivalents		$ 508,237	$ 1,341,719	$ (833,482)
Merchandise Inventory		469,503	413,802	55,702
Pledges and Accounts Receivable		217,679	318,013	(100,334)
Prepaid Expenses and Other		204,644	173,049	31,595
Total Current Assets		**1,400,064**	**2,246,582**	**(846,519)**
Investments		57,926,824	54,779,807	3,147,017
Beneficial Interest in Trust		61,954,858	58,783,526	3,171,332
Fixed Assets	14,503,608			-
Less: Accumulated Depreciation & Amortization	(11,752,299)	2,751,309	3,166,066	(414,757)
AFAF/AOG Intercompany		150	2,352	(2,202)
Total Assets		***$ 124,033,205***	***$ 118,978,333***	***$ 5,054,872***
Liabilities				
Accounts and Other Payables		$ 106,809	$ 17,015	$ 89,794
Agency Deposits		1,639,441	1,561,066	78,375
Deferred Income and Unearned Life Memberships		2,442,538	2,201,196	241,341
Intercompany Payable (Receivable)		281,302	197,530	83,772
Other Liabilities		256,231	231,407	24,823
Total Liabilities		**$ 4,726,320**	**$ 4,208,214**	**$ 518,106**
Net Assets				
Unrestricted – AOG Operating Reserve		$ 1,338,455	$ 1,338,455	$ -
Unrestricted-designated – for Short-term Purposes		169,182	290,520	(121,339)
Unrestricted-designated – for Endowments		5,534,808	5,220,963	313,845
Invested in Property and Equipment		2,751,309	3,166,066	(414,757)
Unrestricted-undesignated		32,708,450	30,456,305	2,252,144
Total Without Donor Restrictions		***42,502,203***	***40,472,309***	***2,029,894***
With Donor Restrictions		76,804,682	74,297,811	2,506,872
Total Net Assets		***119,306,886***	***114,770,120***	***4,536,766***
Total Liabilities and Net Assets		***$ 124,033,205***	***$ 118,978,333***	***$ 5,054,872***

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Operating Statement of Activities

For the Year to Date ended June 30, 2025
(Unaudited)

	YTD Actual	YTD Budget	Variance	PY YTD
Revenues				
Donations and Contributions	$ 2,901	$ 2,500	$ 401	$ 174,468
In-Kind Contributions	30,595		30,595	
Membership Dues	434,071	430,849	3,222	433,020
Merchandising	***373,219***	***456,500***	***(83,281)***	***380,867***
Member Services	9,950	14,300	(4,350)	13,310
Advertising and Sponsorships	***271,705***	***367,500***	***(95,795)***	***405,516***
Reunion Services			-	435
Administration Fees	34,468	33,000	1,468	32,284
Conferences	80,887	75,000	5,887	33,331
Royalties	63,335	59,000	4,335	109,737
Football Tickets and Tailgates	360		360	
Activities and Social Events	40,405	48,070	(7,665)	36,039
Miscellaneous Income	3,154	2,697	456	4,608
Transfers from/(to) Restricted Funds	49,748	36,912	12,836	9,876
Total Revenues	**$ 1,394,798**	**$ 1,526,328**	**$ (131,530)**	**$ 1,633,490**
Operating Expenses				
Salaries and Wages	***$ 1,194,488***	***$ 1,408,474***	***$ (213,987)***	***$ 1,056,053***
Payroll Taxes	***103,370***	***119,720***	***(16,350)***	***86,977***
Benefits	***202,847***	***208,808***	***(5,961)***	***189,023***
Board Governance Costs	42,651	43,680	(1,029)	16,812
Professional Services	102,196	144,565	(42,369)	159,002
Professional Printing	111,058	132,192	(21,134)	109,759
Postage and Shipping	62,793	73,203	(10,410)	63,510
Merchandise Cost of Sales	176,028	196,295	(20,267)	204,283
Insurance and Bonding	67,465	44,460	23,005	39,985
Employee Travel and Meals	25,402	82,424	(57,022)	44,629
Social Events and Meetings	121,044	72,912	48,132	33,482
Office Supplies	26,076	22,513	3,563	24,973
Advertising and Corporate Promotion	13,233	12,740	493	9,124
In-Kind Expenses	32,491	-	32,491	-
Office Expenses	281,805	239,412	42,393	245,130
Employee Training and Education	2,946	14,590	(11,644)	2,607
Facilities Expenses	176,004	216,177	(40,173)	200,273
Depreciation and Amortization	286,219	255,000	31,219	300,552
Total Operating Expenses	**$ 3,028,116**	**$ 3,287,166**	**$ (259,050)**	**$ 2,786,175**
OPERATING SURPLUS/(DEFICIT)	**(1,633,318)**	**(1,760,838)**	**127,520**	**(1,152,684)**
Investment Income				
Investment Interest & Dividends	445,064	422,400	22,664	510,256
Realized/Unrealized Gains/(Losses)	3,246,501	858,000	2,388,501	2,751,609
Total Investment Income	3,691,565	1,280,400	2,411,165	3,261,865
Other Income and Deductions				
Grant/Service Agreement from AFAF	175,000	175,000	-	104,825
Allocated Expenses to Foundation	175,488	164,239	11,249	83,188
Total Other Income and Deductions	350,488	339,239	11,249	188,013
NET SURPLUS/(DEFICIT)	**$ 2,408,734**	**$ (141,199)**	**$ 2,549,933**	**$ 2,297,194**

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Schedule of Investments

For the Year to Date ended June 30, 2025
(Unaudited)

	Amount	%	Target	Max
Cash/Short-term	$ 5,527,693	***10%***	5%	20%
U. S. Equities (value & growth)	24,293,355	***42%***	43%	50%
International Equities	12,725,135	***22%***	28%	50%
Emerging Markets	2,720,885	***5%***	5%	10%
Real Estate/REITs	2,695,123	***5%***	5%	15%
Fixed Income	6,376,545	***11%***	10%	20%
Alternatives	3,588,087	***6%***	5%	20%
TOTAL	$57,926,824	100%	100%	

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Schedule of Capital Additions

As of June 30, 2025
(Unaudited)

	Actual	Annual Budget
Paid with operating funds:		
Merchandise Area Improvements	$ -	$ -
Building Maintenance	-	-
IT Equipment (1)	138,857	-
Total for operating funds	138,857	0
Paid with restricted funds:		
Distinguished Graduate Recognition	0	0
Total for restricted funds	0	0
TOTAL	$ 138,857	$ -

(1) This is related to the pipe burst in the basement of Doolittle Hall over the server room. We lost several servers and had to replace them. We are expecting insurance payout of $110k in July/August 2025 to offset this.

Air Force Academy Foundation Board of Directors

The Air Force Academy Foundation exists to provide financial support for Academy programs and ensure all donations are carefully and faithfully stewarded.

- Board focuses on strategic direction and alignment with Academy mission.
- 61 Board directors – virtually every decade represented.
- Board meets 3X's annually plus committee meetings and ExCom.
- Board fully supports joint mission with AOG: **Support Academy, serve graduates and preserve heritage of institution.**
- Positive relations with USAFA critical to mission and impact.

Foundation impact since 2007



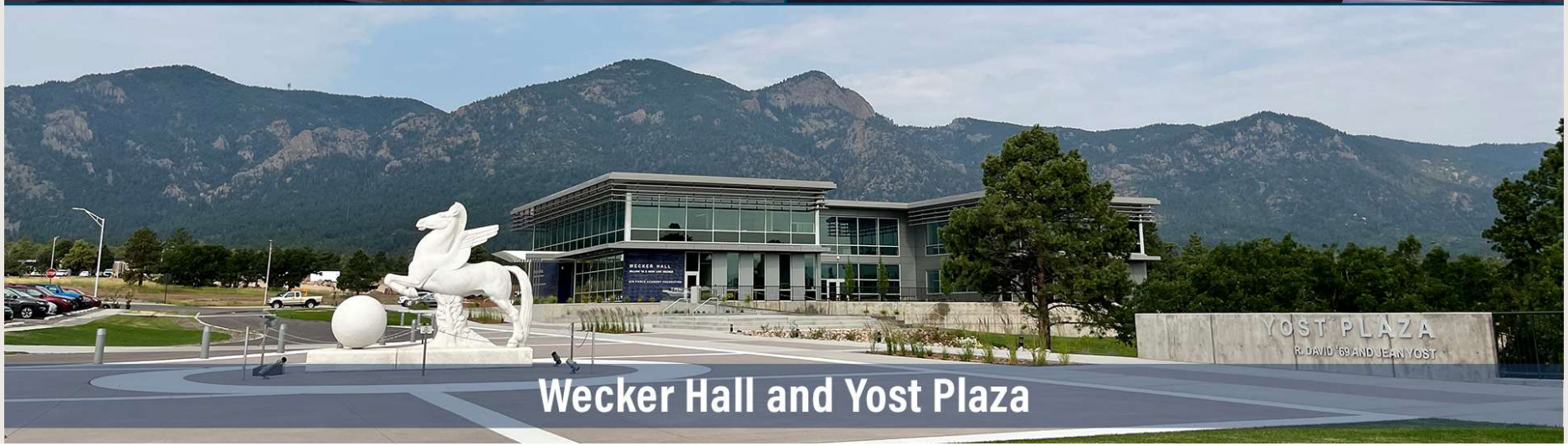
Donor-supported projects



Madera Cyber Innovation Center



Kucera Legacy Center

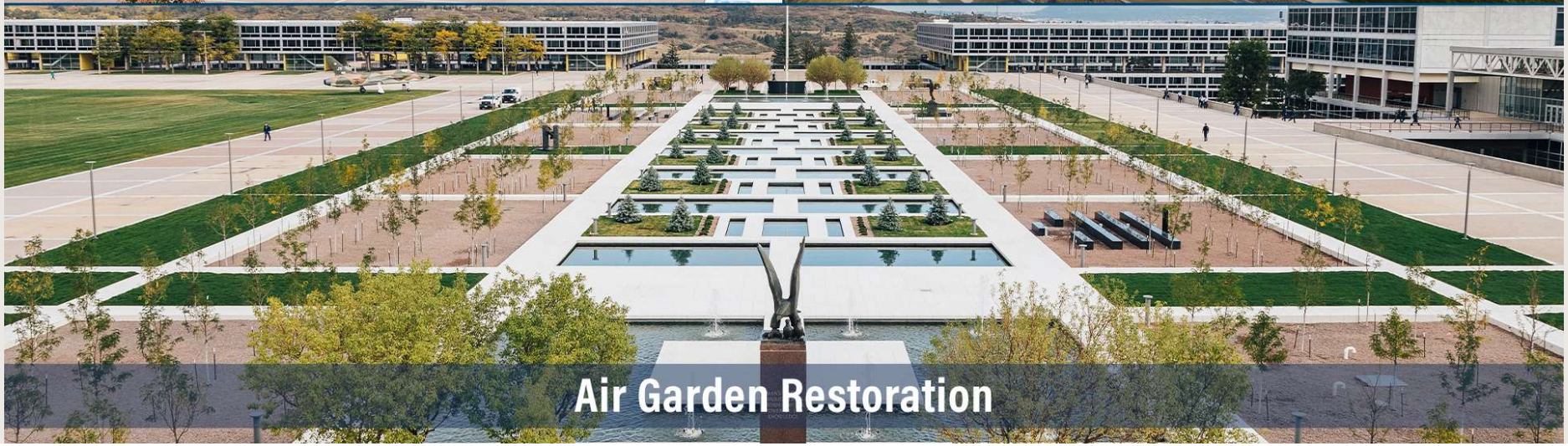


Wecker Hall and Yost Plaza

Donor-supported projects







Donor-supported projects









Nomination Recommendation for AOG Honorary Membership
Mr. Duane Boyle

Nomination Written by Lt. Col. (Ret.) Steven A. Simon, Class of '77
3 June 2025

I am proud to recommend Mr. Duane Boyle for honorary membership in the Association of Graduates. The AOG Bylaws state that "Honorary membership may be awarded to non-graduates who have rendered outstanding and conspicuous service to the Air Force, the Academy, and/or the AOG." Mr. Boyle has served the Academy with distinction for parts of six decades. Since the Academy's founding days, no one has been more responsible for the Academy's strict adherence to the architectural standards that make our alma mater a cherished national treasure.

Duane Boyle is a native of Colorado Springs. He grew up on the Air Force Academy campus, utilizing facilities such as the Field House and the cadet library, and spending time on the Academy Terrazzo during high school. Those experiences inspired him to pursue a career in architecture. After graduating from Air Academy High School, he attended the University of Colorado, where he earned both his bachelor's and master's degrees in architecture. In May 1979, while awaiting his license, he took an internship in Colorado Springs with Skidmore, Owings and Merrill, the Chicago-based architectural firm that designed the Air Force Academy. Shortly afterward, the Academy requested SOM to prepare a master plan, as one had not been established since the original construction in the late 1950s and early 1960s. Boyle contributed to that project, which reinforced his interest in modernist architecture. After completing the updated master plan, SOM departed, leaving no one at USAFA to oversee the Academy's architectural integrity and ensure that future structures maintained the necessary design quality to keep the campus thematically cohesive.

To address that shortcoming, visionary Academy officials brought Duane onto the Academy staff, despite there being no architect position available at the time. Over the next 40 years, he took part in every project that transformed the Academy's fundamental appearance. He managed most of the Academy's master planning, ensuring that each new proposal considered how the buildings relate to and enhance one another. His first project involved finding a location for and overseeing the construction of the B-52 static display near the North Gate. He played a crucial role in the Academy's application for the Cadet Area to be included in the Department of the Interior's National Register of Historic Places. That designation, authorized by the National Historic Preservation Act of 1966, is part of a national program aimed at coordinating and supporting public and private efforts to identify, evaluate, and protect America's historic and architectural resources deserving of preservation. The Academy received this honor on April 1, 2004, the 50th anniversary of its founding.

Mr. Boyle played a pivotal role in the Academy's most significant architectural upgrades and campus transformations over the past four decades. He managed the renovation of the Air Garden, restoring it to its original design by noted landscape architect Dan Kiley. He brought an innovative approach to the design of Polaris Hall, proposing and overseeing a competition among designers to create the most iconic design possible. The success of his proposal is evident in the striking building that emerged from the competition. Until his retirement in December 2024, he oversaw the planning for the ongoing renovation of the Cadet Chapel,

leading the effort to ensure that the replacement aluminum matches the look, properties, and color profile of the original material.

He represented the Academy in numerous professional organizations and architectural forums throughout his career. He served two terms as President of the Colorado South Chapter of the American Institute of Architects. He also held the position of President at the Partnership for Community Design. As an Advisory Board Member for the City of Colorado Springs, he assisted in evaluating design proposals for public buildings. He was a Council Member for the Pacific Region of the Society for College and University Planning. The governor appointed him to the Colorado Board of Examiners of Architects, where he served as President and Board Member of the Colorado Department of Regulatory Agencies.

Mr. Boyle was generous in his commitment to both the written and spoken word, reflecting positively on the Academy. He authored several papers about the Academy and its unique architecture. In his service to the Academy, he played a key role in preserving its rich heritage. Duane was heavily involved in the seminal work on the design and construction of the Academy campus, "Modernism at Mid-Century: The Architecture of the United States Air Force Academy." The book's acknowledgement page thanks "Duane Boyle, who, charged with overseeing the preparation of this book from the Academy's side, made it a personal crusade." The book includes an interview he conducted with the then-Superintendent, Lieutenant General Brad Hosmer, a Class of '59 graduate. Boyle was a recurring guest lecturer at the University of Colorado. He spoke at the Saving Places National Conference on Historic Preservation and frequently appeared as a guest on Colorado Public Radio.

Even closer to home, Duane generously dedicated his time to support the Association of Graduates. He provided essential architectural facts and figures for many Checkpoints stories over the years, including features on the Air Garden renovation and the Cadet Chapel. This year, he also participated in a Heritage Minute Special podcast, a 90-minute oral history in which he recounted his career at the Academy. That interview is available on the AOG website's heritage page. Speaking of oral history, he was a longtime friend of many of the Academy's original architects and designers, especially SOM's lead designer, Walter Netsch. Mr. Boyle has offered to collaborate with the AOG to capture and preserve these invaluable insights and stories.

The Honorary Graduate program allows the Association of Graduates to recognize non-graduates who have championed the AOG's mission to "serve and support the United States of America, the United States Air Force, the United States Air Force Academy, and the graduate community." Awarding Mr. Duane Boyle honorary membership would demonstrate the AOG's appreciation for his exceptional contributions that have benefited these constituents.

Mr. Duane Boyle's long and distinguished career in service of the Air Force Academy and the Association of Graduates mark him worthy of inclusion in the pantheon of renowned individuals who have been recognized as Honorary Members of the Air Force Academy's Association of Graduates.

BOARD OF DIRECTORS ELECTRONIC VOTE
Motion to Approve the 2024 Audit, 2024 Form 990 and the 990-T for Submittal
07 May 2025
APPROVED

Board Voting Members Participating: Cathy Almand '90, Chair; Lee Krauth '72, Vice Chair; Christopher Walker '88, Secretary; Christian Evans '08, Treasurer; Hank Hoffman '63; Garry Dudley '68; Dan Bohlin '71; Bob Lowe '71; William Carpenter '73; Denny Merideth '73; Rod Bishop '74; David Thompson '85; John Cinnamon '91, President, Class Advisory Senate; Nathan Dial '10; Jennifer Walters '11; Alexander Fogassy '12

Background:

Audit

The auditors have issued an unmodified opinion which is the highest level of assurance that an auditor can give on the financial statements. We had no adjustments to the audit and the footnotes that accompany the audited financial statements are relatively unchanged from the prior year except for note 4 that goes into more details about the Cooperative Operating Agreement with the Foundation.

990

The 990 is an informational tax return and is a public document. A few things of note from the 990.

Page 13 (PDF)- All 2024 board members are listed within the 990. Additionally, under the common paymaster single employer we are now required to only list the compensation paid to employees by each individual organization on the 990.

Page 16 (PDF)- This page lists out our functional expense which shows that 87% of every dollar we spend go to support our mission. Industry standards are to be above 80%.

Page 22 (PDF)- The AOG derives 64.02% of its revenue from public sources. The IRS requires this to be at least 33 1/3% so we have well surpassed this requirement.

Page 38 (PDF)- The $10,371,037 grant listed on Schedule I to the Foundation is the Moller Funding that General Clark designated to the Kucera Legacy Center (Falcon Stadium) project.

The AOG also files a 990-T tax return that reviews our potential taxable income derived from advertising (mainly from Checkpoints) however, we do not generate a profit from our digital advertising therefore, there is no tax owed.

The remainder of this return is information about the operations and financial statements of the AOG.

The AOG Board vote was conducted by email on 07 May 2025.

MOTION: Director Carpenter moves to approve the 2024 Audit, 2024 Form 990 and the 990-T for Submittal.

The motion passed with 12 yes, 4 abstain/ did not respond.

BOARD OF DIRECTORS ELECTRONIC VOTE
Motion to Add Non-Directors to Audit Committee
30 April 2025
APPROVED

Board Voting Members Participating: Cathy Almand '90, Chair; Lee Krauth '72, Vice Chair; Christopher Walker '88, Secretary; Christian Evans '08, Treasurer; Hank Hoffman '63; Garry Dudley '68; Dan Bohlin '71; Bob Lowe '71; William Carpenter '73; Denny Merideth '73; Rod Bishop '74; David Thompson '85; John Cinnamon '91, President, Class Advisory Senate; Nathan Dial '10; Jennifer Walters '11; Alexander Fogassy '12

Background: The Audit Committee recommended 3 non-director individuals to continue their service on the Audit Committee. The AOG Board vote was conducted by email on 29-30 April 2025.

MOTION: Director Carpenter moves and Director Dudley seconds to add the following individuals as two non-director voting members and one non-director non-voting member to the Audit Committee through April 2027.

Don Shafer '70 (Non-Director, Voting Member)
Ty Shandy '97 (Non-Director, Voting Member)
Continuing service – more than six years on the Audit Committee – necessary for continuity.

Katie Willemarck, CPA, AOG/AFAF CFO (Non-Director, Non-Voting Member)

The motion was unanimously approved.

Board of Directors Meeting
25 April 2025 Meeting Minutes
Location: Lyon Boardroom at Doolittle Hall
APPROVED

Board Members Present: Cathy Almand ’90, (incoming Chair); Lee Krauth ’72 (incoming Vice Chair); Christopher Walker ’88 (incoming Secretary); Ginny Caine Tonneson ’80 (outgoing Secretary); Christian Evans ’08 (incoming Treasurer); Hank Hoffman ’63; Garry Dudley ’68; Bob Lowe ’71; William Carpenter ’73; Denny Merideth ’73; Rod Bishop ’74; David Thompson ’85; John Cinnamon ’91, President, Class Advisory Senate; Nathan Dial ’10; Alexander Fogassy ’12

Members Present Via Videoconference: Dan Bohlin ’71; Jennifer Walters ’11

Staff Present: Mark Hille ’97, Association and Foundation President/CEO; Katie Willemarck, Association and Foundation CFO; Michael Cornelius ’00, EVP Alumni Relations; Kelly Banet, EVP Development; Naviere Walkewicz ’99, SVP Engagement; Wyatt Hornsby, SVP Marketing and Communications; Molly Staley, Executive Assistant to the EVP of Development and Boards; Mary Elsner, Executive Assistant to the President and CEO; Eli Alvarado, IT Support Specialist

Guests Present: Lucky Ekman ’63; Michael Rose ’69; Ski Wagasky ’72; Andrew Gessner ’72; Tanya Regan '80; Gay Harrison ’84; Eleanor Morgan ’06

I. **Call to Order/Chairman’s Welcome**
Vice Chair Almand called the meeting to order at 8:21 a.m. MDT on Friday, 25 April 2025.

II. Vice Chair’s Comments
Vice Chair Almand reminded the guests about the expectations for participation and conduct.

III. **Consent Agenda**
The consent agenda included the 18 October 2024 Meeting Minutes (Attachment 1), 7 February 2025 E-vote Minutes for CEO Bonus (Attachment 2), 28 February 2025 E-vote Minutes for Leadership Achievement Award (Attachment 3), 28 February 2025 E-vote Minutes for Young Alumni Excellence Award (Attachment 4), 6 March 2025 E-vote Minutes for Distinguished Graduate Award (Attachment 5), 19 March

2025 Special Meeting Minutes (Attachment 6) and CEO Monitoring Reports – 2.1 Treatment of Other Constituents, 2.9 Board Awareness and 2.12 AOG/AFAF COA (Attachment 7).

MOTION: Vice Chair Almand moved and Director Lee seconded to approve the agenda. The motion was unanimously approved.

IV. **Agenda Approval**

MOTION: Vice Chair Almand moved and Director Dial seconded to approve the agenda. The motion was unanimously approved. The approved agenda is in the Attachment 8.

V. **Election of New Board Chair**

Director Carpenter represented the Nominating Committee and presented the two candidates, Vice Chair Almand and Director Merideth, for Chair. Both were provided with an opportunity to say a few words.

MOTION: Director Carpenter moved and Director Dial seconded to move into executive session. The motion was unanimously approved. Vice Chair Almand, Director Merideth, guests and staff departed the room.

VI. **Executive Session**

The Board went into executive session IAW Bylaws Article V Section 8 at 8:27 a.m. MDT to discuss the two candidates.

MOTION: It was moved and seconded to come out of executive session. The motion was unanimously approved.

VII. **Open Session**

The Board went into open session at 8:54 a.m. MDT and Vice Chair Almand and Director Merideth, guests and staff rejoined the meeting. Dr. Tonneson called for a vote via written ballot.

MOTION: Dr. Tonneson moved and Director Dial seconded that Vice Chair Almand be appointed as Chair after receiving 9 of the 16 votes via written ballot. The motion unanimously approved.

VIII. **Election of Board Officers**

Chair Almand nominated Director Krauth as Vice Chair, Director Walker as Secretary and Director Evans as Treasurer.

MOTION: Chair Almand moved and it was seconded that the slate of new officers be accepted. The motion was unanimously approved.

IX. **Committee Appointments**

Chair Almand nominated Director Krauth to Chair the Governance Committee, Director Dial to Chair the Nominating Committee, Director Evans to Chair the Finance & Investment Committee and Director Carpenter to Chair the Audit Committee.

X. **Proposed Task Forces**

Chair Almand proposed 2 task forces to undertake Implementation and Election Hot Wash. The Implementation Task Force will address the proposed changes to the bylaws and Articles of Incorporation. It will be headed by Director Walker.
The Election Hot Wash will be headed by Director Walters.

XI. **Staff Updates**

a. CEO Report

CEO Hille provided an overview of the activity, the team and the progress toward the objectives in the current strategic plan, as well as the plan for a mid-course review of the strategic plan. Where the organization stood regarding engagement, philanthropy, stewardship, communications and organizational excellence were shared in red, yellow, green light approach. CEO Hille proposed the mid-course review timeline, which includes feedback from the board at the July meeting and a re-endorsement at the October meeting.

b. Quarterly Financial Update

CFO Willemarck provided the quarterly financial update. The total operating revenue is down, while liabilities are up. A timeline for the audit and 990 was presented.

c. Brand Update

SVP Hornsby presented a status update of where the launching of the new brand stood. Currently in Phase 3, which includes the implementation/launch. The website (or digital launch) will take place 18 June 2025.

d. **Awards Process & Affinity Groups**

EVP Cornelius provided background information regarding the awards process, as well as affinity group work progress.

XII. **Motions and Governance Discussion**

Director Bishop opened the presentation by sharing slides regarding the background and what had been shared with the board in the past.

MOTION: Director Bishop moved and it was seconded that the BOD ask the newly appointed BOD members Thompson and Walters to voluntarily resign as voting members of the BOD and that, if they have resigned, the BOD amend the bylaws to allow Walters and Thompson to be appointed, non-voting members of the BOD and afterwards appoint Thompson and Walters as non-voting members of the BOD. The motion failed (4 votes for, 10 votes against, 1 abstained, 1 absence).

MOTION: Director Bohlin moved and it was seconded that the three letters (dated 12 March 2025, 18 March 2025, 3 April 2025) from the newly elected BOD members to the previous BOD members by the newly elected BOD members showing the opposition of AOG members to the BOD appointing BOD members be published by attaching them to the minutes of this meeting of the BOD to show the opposition of the newly elected BOD members and other AOG members to the appointment of Thompson and Walters as voting members of the BOD. The motion failed.

MOTION: Director Fogassy moved and it was seconded that all issues regarding the appointment of members of the BOD (including whether there should be any appointments and, if so, when, how many, by whom, for what purposes, pursuant to what criteria and whether voting or nonvoting) be sent to a committee of all BOD members to study and to make recommendations regarding what the BOD should do about these issues. The motion passed (8 votes for, 2 votes against, 5 abstained, 1 absence).

MOTION: Director Dudley moved and Director Lowe seconded that the second motion be revisited. Directors Dudley and Lowe asked that the survey results referred to in the motion be removed and not included in the minutes. The motion was approved (8 votes for, 7 votes against, 1 absence).

XIII. **Class Advisory Senate Update**

Director Cinnamon provided the CAS update. He gave some history, structure and current opportunities and challenges of the CAS. He shared some informal survey results from the senators of top concerns, which included: reunions, majors, honor code, safety of cadets and DEI.

XIV. **Committee Updates**

a. **Governance Committee**

Chair Almand presented suggested edits to Governance Policies Category 3 and 4.

MOTION: The Governance Committee moves that the Board approve the changes to Categories 3 and 4 of the Governance Policies as presented. The motion was unanimously approved.

XV. **Adjournment**

The meeting was adjourned at 1:08 p.m. MDT.

Atch:

1. 18 October 2024 Meeting Minutes
2. 7 February 2025 E-vote Minutes for CEO Bonus
3. 28 February 2025 E-vote Minutes for Leadership Achievement Award
4. 28 February 2025 E-vote Minutes for Young Alumni Excellence Award
5. 6 March 2025 E-vote Minutes for Distinguished Graduate Award
6. 19 March 2025 Special Meeting Minutes
7. CEO Monitoring Reports
8. Approved Agenda
9. Board Meeting Slide Deck
10. Unity Letters

X

Christopher S. Walker, Brig Gen (Ret), USAF
AOG Board Secretary

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY

BOARD OF DIRECTORS MEETING
18 October 2024 Meeting Minutes
APPROVED

Board Members Present: Brian Bishop ’83, Chair; Cathy Almand ’90, Vice Chair; Ginny Caine Tonneson ’80, Secretary; Glenn Strebe ’87, Treasurer; Hank Hoffman ’63; Hans Mueh ’66; Garry Dudley ’68; Bob Lowe ’71; Lee Krauth ’72; William Carpenter ’73; Randy Helms ’79, President, Class Advisory Senate; Christian Evans ’08; Nathan Dial ’10; Joseph Bledsoe III ’11; Jennifer Walters ’11.

Member Present via Videoconference: Emma Przybyslawski ’10.

Advisor to the Board: Mike Gould ’76, Executive Vice Chair.

AOG Staff Present: Mark Hille ’97, AOG/AFAF President/CEO; Katie Willemarck, AOG/AFAF CFO; Naviere Walkewicz ’99, SVP, Alumni Relations and Business Development; Kelly Banet, SVP Development; Jillian Wood, Chief of Staff and Special Assistant to the Boards; Wyatt Hornsby, AOG/AFAF SVP of Marketing and Communications; Emma Ross, Board Support/Office Manager; Eli Alvarado, IT Support Specialist.

Guests Present: Lt Gen Tony Bauernfeind ’91, Superintendent; Lt Col Andrew Radzicki, CAG Director, CMSgt John Alsuig, Command Chief; Lucky Ekman ’63; Ron Olds ’69; Ski Wagasky ’72; Rod Bishop ’74; John Cinnamon ’91.

I. Call to Order/Chairman’s Welcome

Chair Bishop called the meeting to order at 8:00 a.m. MDT on Friday, 18 October 2024.

II. Consent Agenda

The consent agenda included the 26 July 2024 Meeting Minutes (Attachment 1); CEO Monitoring Reports - 2.8 Compensation and Benefits, 2.10 Programs/Events/Services, and 2.11 Official Opinions or Recommendations (Attachment 2); and Q3 Financials (Attachment 3).

MOTION: Director Tonneson moved and Director Bledsoe seconded to approve the consent agenda. The motion was unanimously approved.

III. Agenda Approval

MOTION: Director Tonneson moved and Director Bledsoe seconded to approve the agenda. The motion was unanimously approved. The approved agenda is in Attachment 4.

IV. Staff Update (Attachment 5)

a. CEO Report

CEO Hille reported on the strong relationship with the Superintendent and Vice Superintendent, noting that he meets with them regularly, often weekly. The AOG continues to offer support, including with communications to graduates, parents, and friends. The Superintendent has clear priorities and is open to dialogue with Chair Bishop. CEO Hille then provided an update on the strategic plan using a stoplight chart to highlight key areas of engagement, philanthropy, stewardship, communications, and workplace excellence. All areas were green with the exception of the following areas:

- Reunion program (yellow): While the AOG has hosted 11 reunions this year, there are increasing capacity constraints at the Academy, so one of the focus areas in 2025 will be to have more effective planning for reunions with clear expectations.
- Satellite location (yellow): The AOG is moving closer to having a satellite location in the Cadet Area, potentially in Fairchild Hall. This will increase visibility of the AOG among cadets.
- Stewardship metrics (yellow): Better stewardship metrics are needed to ensure donors are recognized appropriately.
- Staff retention (yellow): Turnover has been uncomfortably high, but the trend this quarter is more positive. The AOG has put in staff retention efforts via the culture, pay, and benefits. They continue to break down stovepipes via cross-functional collaboration.
- Graduate participation in philanthropic efforts (red): The number of annual donors has fallen consistently since 2018, to approximately 10% of our graduate community. There are fewer donors, but they are donating more money. West Point and Annapolis are experiencing the same trend, but we have a lower participation rate to begin with. A focus area in 2025 will be on reversing this trend, especially with younger classes.

Executive Vice Chair Gould commented that the graduate survey has informed everything about the strategic plan. We have made tremendous progress in bringing the AOG and AFA Foundation together.

SVP Walkewicz highlighted the progress of alumni relations. The AOG now has a graduate membership rate of 71.19%. Graduates want to help, connect, and make a difference. There are currently 7,400 graduates on the graduate portal. The class presidents of 2024-26 are working to make this the class portal after graduation. She highlighted the work Directors Dial and Evans have done in relation to alumni relations and the fact that there are six events scheduled in 2025.

b. Brand Update

SVP Hornsby provided an update on the joint branding initiative for the AOG and AFA Foundation. They collaborated with a Milwaukee firm and conducted surveys with 200 graduate influencers to gauge reactions to three logo concepts. Key findings included that 72.2% felt the strategic priorities supported the needs of graduates and members, while 55% were enthusiastic about the brand message. The prop and wings logo were the clear favorite among participants, with 83.1% selecting it as their top choice.

The logo is intended to reflect the unifying vision of both organizations without competing with the Air Force logo. They will refine the design to avoid confusion with Army branding. There also will be organization-specific logos to use as needed. The development phase is nearly complete, with a full launch planned for spring, coinciding with a new website. Discussions included considerations for different branding strategies for younger alumni and the importance of maintaining a strong connection to the Academy. Overall, there was broad support for moving forward with the proposed branding, as they prepare for the implementation phase.

V. Committee Updates (also in Attachment 5)

a. Finance and Investment Committee

SVP Banet discussed plans to increase corporate sponsorship by 15% in the 2025 budget and noted that they had recently hired a Director of Corporate Sponsorship. The goal is to professionalize sponsorship efforts, targeting sectors such as airlines and beverages. An audit of current sponsorships is underway to improve access and build a stronger case for potential sponsors. The conversation touched on the differences between corporate sponsorships and donations, with insights on the types of sponsors they are seeking and the potential for collaboration with other USAFA organizations.

Committee Chair Strebe commented on the growing collaboration between the AOG and AFA Foundation. CFO Willemarck then outlined the 2025 budget, which anticipates modest revenue growth of 7%. Sponsorship changes are expected to drive further growth in 2026. There is a 4% expense growth driven by personnel costs and travel for engagement, but this will be offset by a detailed scrutiny of events. There will be an increased focus on our lines of business driven by the new EVP position. The proposed budget includes a total revenue of $3.92 million (down from $4.12 million in 2024) and total operating expenses of $6.98 million (up from $6.78 million in 2024). The subsidy from the AFA Foundation is expected to be $350,000 in 2025.

MOTION: The Finance and Investment Committee moved to approve the 2025 budget. The motion was unanimously approved.

b. Governance Committee

Committee Chair Almand noted that we will review Governance Policy Chapter 4 and the calendar/schedule for the next meeting. She then talked about what, if any, action the Board should take regarding the Unity petition submitted for a Bylaws and Articles of Incorporation change on the ballot. Bylaws Article XII, Section 2 allows members to propose amendments by obtaining the signatures of members representing at least five percent of all voting members. A discussion ensued about whether we needed to clarify to the AOG membership what would be on the ballot. CEO Hille pointed out that the AOG communicated to the membership in May when the mailing list was released to the Unity group per Colorado law and again in September when the Unity letter was generated. In both cases, the AOG communication simply stuck to the facts. The conversation continued about whether we should discuss this further in executive session.

MOTION: Director Dial moved and Director Dudley seconded that we go into executive session (at the end of the day) IAW Bylaws Article V Section 8a with Executive Vice Chair Gould, CEO Hille, SVP Walkewicz, and SVP Hornsby staying. The motion passed with a vote of 12-3 (Directors Almand, Hoffman, and Krauth against; Director Bishop abstained).

c. Nominating Committee

Committee Chair Przybyslawski noted that there was no change to the election communication plan. The remainder of her presentation was held in executive session.

VI. Class Advisory Senate Update

Director Helms announced that CAS elections will take place from 7-17 November, with SVP Walkewicz assisting in the process. A survey-type ballot will be sent to each Senator, and they will transition to the new officers at the 21 January CAS meeting. The new CAS President will transition with Director Helms at our February meeting. Col. Marc Sands, the Senior USSF liaison to USAFA, will speak at the next CAS meeting, which will also cover the Unity letter.

Director Helms mentioned ongoing discussions regarding the toleration clause of the Honor Code. Under current rules, 4th- and 3rd-degree cadets are not required to report violations but must confront the individual, while 2nd- and 1st-degree cadets must report the violation. This topic will continue to be addressed in the January meeting. A short discussion ensued. Chair Bishop suggested inviting representatives from the Center for Character and Leadership Development to speak to the Board about the Honor Code.

VII. In-person Meeting Discussion

Director Lowe recommended holding an in-person meeting in February to maintain momentum and productivity, especially since the next in-person meeting isn't until April. He suggested this would be a good opportunity to address potential Bylaws changes, discuss the upcoming election, and brainstorm new ideas, possibly with a facilitator.

Chair Bishop reminded everyone that we had previously agreed to align our meetings with the AFA Foundation's and that we would use Zoom in between meeting as needed. He also noted that the election results would not be available in February, and that we would have a farewell for departing Board members at the April meeting. He suggested letting this cycle run for a couple of times. A discussion ensued about doing an optional Board retreat in February, attending the National Character and Leadership Symposium (NCLS) in conjunction with a meeting, the costs of having an in-person meeting, and the idea of adding an extra day to the April meeting for brainstorming. Chair Bishop reminded the group of the fact that the new Directors have a half-day training session the day prior to the April meeting.

MOTION: Director Lowe moved and Director Dudley seconded that we have a February in-person Board meeting focused on brainstorming. The motion passed by a vote of 12-0 (Directors Bishop, Almand, Evans and Dial abstained).

Discussion: Following the motion, the discussion turned more toward the idea of having a strategy summit meeting in February, to include the vision, and what problems we needed to solve, and how we could avoid moving to the tactical level. CEO Hille reminded the group that the current Strategic Plan has an imperative to review it in 2025. Chair Bishop requested the AOG to suggest what a strategic summit in February might look like, but noted that the Board needed to come up with the agenda. Directors Lowe, Carpenter, and Dial will address this.

Prior to going into executive session, Lt Gen (ret) Rod Bishop mentioned that graduates with questions about the Unity slate can visit a dedicated website. The petition has received over 2,000 votes and 650 comments.

MOTION: Director Evans moved and Director Tonneson seconded to go into executive session. The vote was 12-2 (Directors Hoffman and Kraus against; Director Almand abstained).

IX. Executive Session

The Board went into executive session IAW Bylaws Article V Section 8a at 11:21 a.m. MDT to discuss communication surrounding the Unity Bylaws changes that will be on the ballot.

MOTION: Director Tonneson moved and Director Bledsoe seconded to come out of executive session. The motion was unanimously approved.

X. Open Session

The Board went into open session at 12:02 p.m. MDT.

XI. Lt Gen Tony Bauernfeind ’91, Superintendent

Lt Gen Bauernfeind began by providing an overview of the key staff positions, noting that the Vice Superintendent’s position had been upgraded to a general officer position. He talked about staff restructuring and how we need to maintain our military as world-class to deal with current and future world problems. He discussed his three main priorities: 1) develop warfighters to win; 2) develop leaders of character and quality; and 3) develop critical thinkers to adapt. He highlighted the necessity of a culture of respect and announced a return to a four-class system for cadets to ensure they graduate with all the necessary leadership skills. This includes additional training for those who do not meet standards. Foundational elements for these priorities include:

1. Standards, readiness, and training, emphasizing readiness as a mindset.
2. Challenges, teamwork, and crucibles, highlighting the importance of teamwork in overcoming challenges.
3. Heritage, recognizing the importance of history while promoting accountability and service.
4. Perspectives, background, and problem-solving, focusing on cross-cultural communication and a zero-tolerance policy for misconduct.

He noted that he is demanding, not demeaning. The Superintendent concluded by asking for continued support and engagement.

XII. Executive Session

The Board went into executive session IAW Bylaws Article V Section 8a at 1:42 p.m. MDT to discuss the Board’s internal survey and to approve the candidates on the ballot for the upcoming election. Chair Bishop, Director Helms, Director Bledsoe, and Director Walters did not attend this part of the meeting as they are running for re-election.

MOTION: Director Tonneson moved and Director Dudley seconded to come out of executive session. The motion was unanimously approved.

XIII. Open Session

The Board went into open session at 2:41 p.m. MDT.

Directors Hoffman, Carpenter, and Dial will take over looking at action steps from the Board’s internal survey from Directors Mueh and Walters as their terms are ending.

MOTION: Director Kraus moved and Director Dudley seconded to rescind the 26 July 2024 motion (*The Nominating Committee moved that the AOG Board of Directors*

indicate the 10 candidates who have received the highest scores on the Nominating Committee skills and attributes matrix on the 2025 election ballot.). The motion was unanimously approved by a quorum of directors.

MOTION: The Nominating Committee moved to put the 17 candidates on the ballot. The motion was unanimously approved by a quorum of directors.

XV. Adjournment

Vice Chair Almand adjourned the meeting at 2:45 p.m. MDT.

Note: Portions of the minutes were rearranged from the time sequence to topical sequence.

Respectfully submitted,
Virginia Caine Tonneson, Secretary

Atch:
1. 26 July 2024 Approved Meeting Minutes
2. CEO Monitoring Reports
3. Q3 Financials
4. Approved Agenda
5. Board Meeting Slide Deck

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY

BOARD OF DIRECTORS MEETING
26 July 2024 Meeting Minutes
APPROVED

Board Members Present: Brian Bishop ’83, Chair; Cathy Almand ’90, Vice Chair; Ginny Caine Tonneson ’80, Secretary; Glenn Strebe ’87, Treasurer; Hank Hoffman ’63; Hans Mueh ’66; Garry Dudley ’68; Bob Lowe ’71; Lee Krauth ’72; William Carpenter ’73; Randy Helms ’79, President, Class Advisory Senate; Christian Evans ’08; Emma Przybyslawski ’10; Nathan Dial ’10; Joseph Bledsoe III ’11; Jennifer Walters ’11.

Advisor to the Board: Mike Gould ’76, Executive Vice Chair.

AOG Staff Present: Mark Hille ’97, AOG/AFAF President/CEO; Katie Willemarck, AOG/AFAF CFO; Kelly Banet, SVP Development; Jillian Wood, Chief of Staff and Special Assistant to the Boards; Wyatt Hornsby, AOG/AFAF VP of Marketing and Communications; Emma Ross, Board Support/Office Manager; Eli Alvarado, IT Support Specialist.

Guests Present: Lt Gen (Ret) Michelle Johnson ’81; Col Marc Sands ’94, Space Force LNO to USAFA, Commander, Detachment 1; Lucky Ekman ’63; Dan Bohlin ’71; Ski Wagasky ’72.

I. Call to Order/Chairman’s Welcome

Chair Bishop called the meeting to order at 8:03 a.m. MDT on Friday, 26 July 2024.

II. Consent Agenda

The consent agenda included the 19 April 2024 Meeting Minutes (Attachment 1); 14 May 2024 E-Vote Minutes (Attachment 2); and CEO Monitoring Reports - 2.5 Asset Protection, 2.6 Investment Management, and 2.13 Address Major Audit Findings (Attachment 3).

MOTION: Director Tonneson moved and Director Carpenter seconded to approve the consent agenda. The motion was unanimously approved.

III. Agenda Approval

MOTION: Director Tonneson moved and Director Strebe seconded to approve the agenda. The motion was unanimously approved. The approved agenda is in Attachment 4.

IV. **Staff Update** (Attachment 5)

a. CEO Report

CEO Hille began by discussing his initial interactions with the new Superintendent who will assume command on August 2. His priorities are warfighting, leadership development, and critical thinking. There will be tighter uniform standards and a renewed intensity over deadlines.

CEO Hille then discussed the strategic plan using a stoplight chart to highlight areas of success and those needing additional work.

- Engagement: Annual giving and the Next Gen program are doing well, while alumni programs are showing incremental improvements. He commented that they need to ensure they focus on the most important efforts.
- Philanthropy: The campaign has exceeded $300 million. As the campaign concludes, they will determine what comes next. They are looking at how to endow various programs such as *Checkpoints* and the next-of-kin program.
- Stewardship: They are moving to a quarterly grant-making cycle, which was formerly done on an ad-hoc basis. Construction is everywhere to include the Madera Cyber Innovation Center, stadium, North Gate projects, and Space. One area where they have struggled this quarter is in earned revenue. It is lagging, but they are controlling operating costs to match, so our net income is on budget.
- Communications: Rebranding efforts are taking shape and he assured the Board that we would not be surprised with the resulting logo.
- Organizational excellence. Staff turnover is too high, but some of that is related to factors they cannot control such as the availability of higher-paying jobs with more flexibility. The staff climate survey, which was conducted in May 2024, pointed to stovepipes. For example, because some elements only have a single person, they may not know what the person down the hall is doing. To remedy this, they are focused on cross-functional collaboration and internal communication. In addition, Wecker Hall will house the entire team so they will not be as scattered as they are currently. The survey also showed that individuals have a strong connection to the team and leadership, they live the USAFA core values daily, and it is clear that the staff cares about each other.

Executive Vice Chair Gould then added his thoughts. The fact that he is away from day-to-day activities has allowed him to watch the strategic movements, and he believes we are on course. He noted that CEO Hille's visit to the new superintendent was at the superintendent's request, which is a positive sign. He also commented on staff turnover. While people like working at the AOG, there are many other opportunities available to them. On a positive note, when AOG staff members decide

to leave the organization, they do not point to their senior staff as a factor. A brief discussion ensued about potential methods to keep staff.

b. Quarterly Financial Update

CFO Willemarck provided the second quarter financial review. We made some aggressive revenue goals but are currently 17% behind those largely due to merchandise sales. She explained the factors behind that and the fact that they have implemented *Shopify* for online sales. She noted that West Point has sales of $12 million in merchandise. Another area where we are falling short is in sponsorship and advertising. We increased the goal from last year, and while we are ahead of where we were at the same time in 2023, we are still behind the goal. They are focusing on staff to improve sponsorship and advertising sales. A short discussion ensued concerning what companies we would like to have as sponsors, our relationship with the Air Force Academy Athletic Corporation (AFAAC) as far as merchandise is concerned, marketing as part of the Olympic Training City, and other potential venues where we might sell merchandise. Chair Bishop asked Mark to give the Board a sense of the types of companies they are looking at and to possibly preview it at the October Board meeting.

In total operating revenue, we are down $756,000 from this time last year, but we are also under budget on expenses. Part of this is related to timing of payroll, and $73,000 is because of merchandise. They have put several measures in place for cost-savings and have a finance liaison for everyone who owns a piece of the budget. The overall operating loss is better than it was last year ($719,000 today versus $751,000 last year) and we are doing very well in investments. CEO Hille noted that we function on operating loss, so it is expected that the investments will fill that. Overall, net assets are up $6.1 million.

V. Committee Updates (also in Attachment 5)

a. Governance Committee

Committee Chair Almand explained that the committee reviewed Governance Policies Category 3 and found only administrative changes, which are shown below. (New wording is in italics).

3.1b. If Board members or committees request information or assistance without Board authorization, the CEO can refuse such requests that require, in his/her opinion, a material amount of staff time or funds *and/*or *pose disruption to staff duties.*

3.2 The Board will instruct the CEO through written policies that prescribe the organizational Ends to be achieved and describe organizational situations/actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

3.2a. The Board will develop and maintain policies instructing the CEO to achieve certain results, for certain recipients *in a prioritized scheme*. These policies will be

developed *systematically and called Ends policies.* All issues that are not Ends issues, as defined here, are Means issues.

3.2b. The CEO will make inputs to the development of Board policies, including organization*al* Ends, to the Board as he/she deems appropriate.

Chair Almand then discussed a proposed resource document that would provide a more user-friendly reference document for Board members. Directors could then look at the Bylaws and Governance Policies for more specifics. The Board agreed it was a good idea so the Governance Committee will continue to pursue creating the resource document with a goal of having it ready for review before the new Board is in place in April.

Finally, the group discussed the idea of having a permanent AFA Foundation member as a voting AOG Board member and vice versa. While we currently attend each other's Board meetings as non-voting members, the proposal would identify a specific Board member who is also on the other Board. We would need to have a membership vote on something of this magnitude. Chair Bishop suggested that this move was too soon, and perhaps we could consider making it an additional duty for someone.

b. Nominating Committee

Committee Chair Przybyslawski began by providing an election update including the timeline, the number of Board positions coming open, candidate recruiting, and election ballot endorsements. Candidate submissions opened in June 2024 and submission closes on 7 October. We need a minimum of 10 names on the ballot since we are losing five elected members. If the package is incomplete and it is prior to 7 October, the Nominating Committee will contact the person to tell them it is incomplete. The cutoff date for someone to become an AOG member for voting purposes is 20 December. The election runs from 3 February to 3 March. The group discussed the fact that the Bylaws state that if someone is running for election, they cannot serve on the Nominating Committee.

In the past, if a package was sent to the Nominating Committee, they were put on the ballot. This raised the question of whether there was a possibility of having an exorbitant number of candidates and whether everyone should be required to have 25 AOG member signatures. The Nominating Committee recommended that the Board endorse five candidates in the upcoming election. They proposed scoring the candidates based on the skills and attributes matrix and coming to the October meeting with a slate of eight candidates which the Board would reduce to five. VP Hornsby then discussed the communication plan for the election and the details of the three phases in the plan.

CEO Hille noted that he had spent a significant amount of time talking to folks about the election and that it was important to ensure everything was in the open. He pointed out that when we talk to others to run for the Board, we need to know that they are truly qualified. Director Helms noted that when he discussed the idea of an

endorsed slate with the Class Advisory Senate (CAS), seven senators came up to him afterward against the idea. No senator said they were for the idea.

A lengthy and vigorous discussion ensued about whether we should identify the top candidates based on the skills and attributes matrix. The discussion included the fact that we did not want it to appear that the Board "had a thumb on the scale," but also that we needed to be responsive to the individuals on the election survey who expressed concern with having to do independent research on the many candidates in the last election. The idea that we should do nothing was also discussed. After much debate, the sense of the Board was that we wanted scoring of some sort.

MOTION: The Nominating Committee moved that the AOG Board of Directors indicate the 10 candidates who have received the highest scores on the Nominating Committee skills and attributes matrix on the 2025 election ballot. The motion was approved by a vote of 14-2 (Directors Dudley and Hoffman against).

c. Finance and Investment Committee

Committee Chair Strebe provided an investment update. He noted that the portfolio has continued to grow despite helping to fund AOG operations. He talked about taking money out of investments to be used where needed (rebalancing). The areas that need money include Falcon Stadium ($3 million from the Moller Trust), Tuskegee Memorial ($1 million from Bennett Soaring) and Q4 Operational ($500,000) for a total of $4.5 million. The committee goes through rebalancing every quarter. He then talked specifically about the Bennett fund. In 2016, the Board designated that the unrestricted Bennett fund restrict $3 million for the Soaring Program. The fund has grown to $4.7 million, but they have only granted $178,000 over the life of the fund. They need money to construct a new pavilion and exhibit to honor the Tuskegee Airmen.

MOTION: The Finance and Investment Committee moved to approve the redesignation of $1 million from the Francis C. Bennett Soaring Margin of Excellence Fund to support construction of the Tuskegee Airmen Memorial. The motion was approved by a vote of 14-1 (Director Dudley against).

The estimated distribution timeline will be $400,000 in Q4 2024 and $600,000 in Q1 2025.

VI. Lt Gen (Ret) Michelle Johnson '81

Lt Gen (Ret) Johnson relayed a concern a graduate had brought to her about an AOG chapter event. The individual felt uncomfortable because the chapter was very active politically, including having a political action group, newsletter, and a blog. She read us the DOD directive that said we are federal agency adjacent and should not be advocating a political party. In addition, the AOG Articles of Incorporation state: "The corporation shall at no time be used in any way to support or oppose any political ideas,

organizations, or candidate." Chair Bishop will work with CEO Hille to reinforce the fact that we are not supposed to use the chapters for politics. Lt Gen (Ret) Johnson concluded by discussion the Harmon Memorial and the quotes about character, education, and leadership.

VII. Col Marc Sands '94, Space Force LNO to USAFA

Col Sands provided an overview of the USSF at the Academy. He stressed that we have one academy for two services and that "until we are no longer on earth, the USSF Academy will be at USAFA." His job is to educate, train, and inspire cadets to become officers of character motivated to lead the U.S. Space Force. About 100 cadets go into the USSF. He then talked about how his organization drives the accession process for how USAFA Guardians are selected, synchronizes Guardianship programs across USAFA missions, provides support to "all things space," and develops and executes the Summer Azimuth programs. He provided details on the USSF selection process, funding, the five career fields, and their five lines of effort. He ended his comments with a note that the best path to becoming an astronaut was still via the Air Force.

VIII. Class Advisory Senate Update

In addition to the comments about the election noted in Section V.b., Director Helms noted that the CAS had updated the CAS Procedures. The two changes were to include a term limit of four 2-year terms for the CAS President and that the election would be in November.

IX. NextGen Task Force Update

Task Force Lead Dial began by noting that the purpose of the task force was to come up with ways to increase the participation of graduates in the classes of 2000 and beyond. There was a short discussion about the factors that made 2010 participation so much higher than the other 21st Century classes (18% versus 3-4% for others).

He noted that the information on the slides was for all of us to use in the get-out-the-vote campaign. Chair Bishop wanted to ensure we are not crossing into what the AOG staff is doing. CEO Hille would like SVP Walkewicz to help coordinate. They will discuss this offline to make sure we are not working at cross purposes.

He reviewed the NextGen Task Force ideas to include:

1) continuing the Long Blue Line Socials (focusing on six cities with the highest percentage of graduates);
2) engaging with the USAFA Careers and Networking Facebook Group and the class Facebook Groups;
3) creating a "Demystifying the AOG Board" presentation;

4) having purposeful network communication (e.g., at job drop and 100's Night); and
5) supporting the USAFA alumni soccer team playing in "The Soccer Tournament" (TST 2025) with a tailgate.

MOTION: Director Bishop moved and Director Tonneson seconded to go into executive session to discuss an update on the Board self-assessment and the AOG succession plan. The motion was unanimously approved.

X. Executive Session

The Board went into executive session IAW Bylaws Article V Section 8c at 2:44 p.m. MDT.

MOTION: Director Tonneson moved and Director Dial seconded to come out of executive session. The motion was unanimously approved.

XI. Open Session

The Board went into open session at 3:18 p.m. MDT.

MOTION: Chair Bishop moved and Director Bledsoe seconded that subsequent to the Board self-assessment, the Board has determined that the three areas of strategic clarity, engagement, and transparency are areas where we want to focus our attention and resources. We will establish periodic benchmarks and milestones to ensure we are meeting our requirements as a Board. The motion was unanimously approved.

XII. Chair's Comments

Chair Bishop commented on the timing of the Long Blue Line awards dinner tonight.

XIII. Adjournment

Chair Bishop adjourned the meeting at 3:22 p.m. MDT.

Note: Portions of the minutes were rearranged from the time sequence to topical sequence.

Respectfully submitted,
Virginia Caine Tonneson, Secretary

Atch:
1. 19 April 2024 Approved Meeting Minutes
2. 14 May 2024 Approved E-Vote Minutes
3. CEO Monitoring Reports
4. Approved Agenda
5. Board Meeting Slide Deck

MONITORING REPORT

POLICY EFFECTIVE DATE: 18 October 2024

POLICY TYPE: Executive Limitations

POLICY: Compensation and Benefits

POLICY NUMBER: 2.8

POLICY DESCRIPTION:

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the CEO shall not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, he or she may not:

1. **Change his or her own compensation and benefits, except as a change in benefits is consistent with a package for all other employees.**

   REPORT:

   The CEO's total compensation is approved by the Board of Directors, and agreements with the CEO are approved and signed by the Chair of the Board. There have been no requests or orders to change the CEO's compensation without approval of the Board.

2. **Promise or imply anything other than "at-will" employment.**

   REPORT:

   The Human Resources Director completes the in-processing for new employees and communicates to each new hire that their employment with the organization is "at-will". Furthermore, each employment agreement with each new hire specifically states that "employment may be terminated at-will by either party…"

3. **Establish current compensation and benefits which deviate materially from generally accepted salary ranges within the industry and geographic area/region for employees with similar experience, expertise, and responsibilities.**

   REPORT:

   For calendar year 2024, the budget approved by the Board of Directors and administered by the CEO set a cost-of-living market adjustment of 4% for employees who started after April 1, 2023 (prorated based on start date). Additional compensation adjustments not exceeding 2% of the total salary pool were made to aid retention of high performing and key staff. The Board approved the budgeted compensation and benefits as part of its overall budget for 2024.

4. **Create obligations over a longer term than revenues can be safely projected, and in no event longer than one year.**
   REPORT:

   There have been no new obligations established that would exceed expected revenues to be generated. Any such contracts would, at a minimum, include a cancellation clause in case of default or non-performance.

5. **Establish or change retirement benefits so as to cause unpredictable or inequitable situations.**

   REPORT:

   Retirement benefits were updated on January 1, 2024, as part of the Board-approved single employer model. Benefits are in line with the market for non-profits in Colorado and comply with all relevant statutes to ensure predictability and fairness for all employees.

Compliance Status: *In Compliance*

MONITORING REPORT

DATE: 18 October 2024

POLICY TYPE: Executive Limitations

POLICY TITLE: Programs/Events/Services

POLICY NUMBER: 2.10

POLICY DESCRIPTION:

With respect to the programs/events produced and services provided by the AOG, the CEO shall not fail to ensure that these programs/events/services meet or exceed industry standards for excellence in programming, safety and participant/audience amenities.

Programs/events produced, and services provided are high quality and are seen as such by attendees/consumers. The AOG has received numerous letters and emails praising the quality of the programs/event/services. Doolittle Hall is considered to be one of top five function venues in Colorado Springs. All required safety protocols are complied with. Complaints about programs/events are rare.

Accordingly, he or she may not:

1) **Fail to produce and implement operational planning to ensure that the event(s)/services are well organized, and are safe for all attendees.**

   Report:
   Programs/Events are operationally planned by a professional AOG Alumni Relations and Events staff and briefed to the CEO (or President) prior to implementation.

   a. Timeline/Flow of Events/Scripting (as applicable) are submitted in writing.
   b. Proper AOG manning is assigned based on duties; numbers; and duration.
   c. Standard safety protocols required by event venues are followed.

   Examples of Events

   - On-campus events
     - Board Director/Class Advisory Senate Meetings
     - In-processing Events (Ice Cream Social)
     - Heritage Days
     - Reunions
     - Chapter/Affinity Group Events
     - Parents' Weekend Events (WebGuy Social)

   - Off-campus events

- Reunions (Hotel Events)
- Chapter Events (Away Games, Founders Day, etc.)
- Away Game Tailgates (Commanders Classic)
- Chapter Events (Founders Day)

- Virtual events
  - ZoomieBrief Platform (Senior Leader Calls)
  - Sabre Society Series
  - Board Director/Class Advisory Senate Meetings

2) Fail to design logistical plans which comply with all applicable legal requirements and which facilitate crowd comfort, safety and enjoyment of the event(s).

REPORT:

Programs/Events are logistically designed and planned by staff and briefed to CEO (or President) prior to implementation.

a. Legal/Safety requirements are satisfied by adhering to applicable guidance and venue guidelines.
b. Crowd comfort and enjoyment of the events are satisfied by both pre-planning and on-the-scene adjustments, as necessary, by the AOG Alumni Relations and Events staff. Examples of Events (See Number 1)

3) Fail to purchase supplies for resale to members, when appropriate, leverage group buying power.

REPORT:

Materials are purchased for resale to members primarily through the merchandise department
a. Breakpoints are examined and negotiated to lower costs
   - Bulk purchases are accomplished when feasible and economically appropriate. (Ex. AOG store merchandise; lanyards for reunions)

4) Fail to provide appropriate support and financial management functions, as specified in Memoranda of Understanding (MOU) or other agreements.

REPORT:

a. Support and financial management are carried out as agreed in memoranda and agreements.

Compliance Status: In Compliance

MONITORING REPORT

DATE: 18 October 2024

POLICY TYPE: Executive Limitations

POLICY TITLE: Official Opinions or Recommendations

POLICY NUMBER: 2.11

POLICY DESCRIPTION:

With respect to DoD, USAF or USAFA policies that do not materially impact the AOG, the CEO will not render an official opinion or recommendation on such matters, unless formally cleared to do so by the Board of Directors.

Report:

The CEO has rendered no official opinion or recommendations on such matters.

Compliance Status: *In Compliance*

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY

Financial Statements
For the fiscal year ending September 30, 2024

Management Discussion and Analysis

Statement of Financial Position (Page 2)

The enclosed financial results for the fiscal year-to-date September 30,2024 were prepared in accordance with generally accepted accounting principles (GAAP).

The total assets of the organization were $117.9 million, an increase of approximately $4.4 million from 2023. The increase is mostly related to the increase in investments and the beneficial interest in the value of the Moller Trust. Total liabilities have increased by $1.2 million related to growth of agency fund balances for reunions and timing of the intercompany payable for expenses owed to AFAF.

Total net assets have increased $3.2 million from 2023 primarily related to investment growth.

Operating Statement of Activities (Page 3)

Overall, we have a net income of $3.5 million for the fiscal year, entirely from investment gains.

Revenues (Highlights Page 3)

- **Advertising and Sponsorships** are lower than the budget by $182,000. As we are transitioning this team to have a sole focus on sponsorship sales we have had a gap in revenue. The team has been hired and have begun their strategic plan to enhance this line of business.
- **Conferences for SAAC sales** have been slower and lower than budgeted due to a change in shared revenue for these conferences.

Expenses (Highlights Page 3)

- **Personnel costs** are lower than budgeted by $383,000 due to timing of budgeting single employer changes, attrition and lower benefit participation than anticipated. A portion of this is timing that will catch up in the fourth quarter, however, it is anticipated that some savings will remain.

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY

Statement of Financial Position
As of September 30,
(Unaudited)

Assets		**2024**	**2023**	**$ Variance**
Cash and Cash Equivalents		942,737	622,581	320,156
Merchandise Inventory		409,017	434,363	(25,346)
Pledges and Accounts Receivable		449,440	293,947	155,493
Prepaid Expenses		132,958	111,025	21,933
Total Current Assets		**1,934,152**	**1,461,916**	**472,236**
Investments		54,143,955	52,692,189	1,451,766
Beneficial Interest in Trust		58,783,526	55,823,652	2,959,874
Fixed Assets	14,349,245			-
Less: Accumulated Depreciation & Amortization	(11,325,045)	3,024,200	3,522,454	(498,254)
AFAF/AOG Intercompany		2,446	2,637	(191)
Total Assets		***117,888,279***	***113,502,848***	***4,385,431***
Liabilities				
Accounts and Other Payables		236,258	220,665	15,593
Agency Deposits		1,839,326	1,394,884	444,442
Deferred Income and Unearned Life Memberships		2,162,679	2,095,301	67,378
Intercompany Payable (Receviable)		623,433	(41,728)	665,161
Other Liabilities		25,000	47,000	(22,000)
Total Liabilities		**4,886,696**	**3,716,122**	**1,170,574**
Net Assets				
Unrestricted – AOG Operating Reserve		1,338,455	1,338,455	-
Unrestricted-designated – for Short-term Purposes		290,520	290,520	-
Unrestricted-designated – for Endowments		5,220,963	4,478,049	742,914
Invested in Property and Equipment		3,024,199	3,522,454	(498,255)
Unrestricted-undesignated		31,606,510	24,923,212	6,683,298
Total Without Donor Restrictions		***41,480,647***	***34,552,690***	***6,927,957***
With Donor Restrictions		71,520,936	75,234,036	(3,713,100)
Total Net Assets		***113,001,583***	***109,786,726***	***3,214,857***
Total Liabilities and Net Assets		***117,888,279***	***113,502,848***	***4,385,431***

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY

Operating Statement of Activities

For the Year to Date ended September 30, 2023
(Unaudited)

	YTD Actual	YTD Budget	Variance	PY YTD
Revenues				
Donations and Contributions	$ 207,020	$ 213,000	$ (5,980)	$ 210,415
Membership Dues	671,033	719,074	(48,041)	614,418
Merchandising	633,737	700,000	(66,263)	790,738
Member Services	13,510	11,250	2,260	13,472
Advertising and Sponsorships	444,284	625,880	(181,596)	458,561
Reunion Services	201,711	283,000	(81,289)	116,691
Administration Fees	32,284	29,000	3,284	29,731
Conferences	57,673	165,000	(107,327)	152,536
Royalties	122,155	125,533	(3,378)	113,631
Football Tickets and Tailgates	94,678	98,500	(3,822)	63,283
Activities and Social Events	57,891	48,650	9,241	52,917
Miscellaneous Income	9,059	36,000	(26,941)	6,678
Shared Services	77,788	84,997	(7,209)	202,081
Transfers from/(to) Restricted Funds	-	-	-	24,192
Total Revenues	**2,622,822**	**3,139,884**	**(517,062)**	**2,849,344**
Operating Expenses				
Salaries and Wages	1,772,594	2,074,961	(302,367)	2,178,442
Payroll Taxes	141,995	173,984	(31,989)	171,144
Benefits	285,963	334,238	(48,275)	283,012
Grants	924		924	1,926
Board Governance Costs	38,674	34,600	4,074	91,170
Professional Services	389,785	360,450	29,335	420,975
Professional Printing	133,590	173,751	(40,161)	170,375
Postage and Shipping	97,891	109,821	(11,930)	97,928
Merchandise Cost of Sales	317,639	361,899	(44,260)	477,228
Insurance and Bonding	61,906	34,560	27,346	34,784
Employee Travel and Meals	76,530	123,703	(47,173)	124,346
Social Events and Meetings	259,256	196,500	62,756	221,936
Office Supplies	35,216	32,565	2,651	63,391
Advertising and Corporate Promotion	52,767	43,150	9,617	49,041
Office Expenses	355,589	313,972	41,617	292,330
Employee Training and Education	4,506	22,300	(17,794)	11,002
Facilities Expenses	330,034	331,490	(1,456)	325,143
Depreciation and Amortization	444,858	405,000	39,858	437,343
Total Operating Expenses	**4,799,716**	**5,126,944**	**(327,227)**	**5,451,516**
OPERATING SURPLUS/(DEFICIT)	**(2,176,894)**	**(1,987,060)**	**(189,835)**	**(2,602,172)**
Investment Income				
Investment Interest & Dividends	689,770	621,929	67,841	435,964
Realized/Unrealized Gains/(Losses)	4,280,201	808,972	3,471,229	2,571,810
Total Investment Income	4,969,970	1,430,901	3,539,070	3,007,774
Other Income and Deductions				
Grant/Service Agreement from AFAF	419,300	419,300	-	850,000
Allocated Expenses to Foundation	307,450	281,876	25,574	-
Total Other Income and Deductions	726,750	701,176	25,574	850,000
NET SURPLUS/(DEFICIT)	**$ 3,519,826**	**$ 145,017**	**$ 3,374,809**	**$ 1,255,602**

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY

Schedule of Investments

For the Year to Date ended September 30, 2023
(Unaudited)

	Amount	%	Target	Max
Cash/Short-term	$ 550,075	***1%***	5%	20%
U. S. Equities (value & growth)	24,283,907	***45%***	43%	50%
International Equities	10,679,446	***20%***	28%	50%
Emerging Markets	2,901,252	***5%***	5%	10%
Real Estate/REITs	2,624,777	***5%***	5%	15%
Fixed Income	9,712,554	***18%***	10%	20%
Alternatives	3,391,944	***6%***	5%	20%
Investable Cash and unsold stock	-	-	0%	10%
TOTAL	$54,143,955	100%	100%	

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY

Schedule of Capital Additions

As of September 30, 2023
(Unaudited)

	Actual	Annual Budget
Paid with operating funds:		
Merchandise Area Improvements	$ 54,145	$ 72,000
Building Maintenance	-	45,000
IT Equipment	-	-
Total for operating funds	54,145	117,000
Paid with restricted funds:		
Distinguished Graduate Recognition	9,876	125,000
Total for restricted funds	9,876	125,000
TOTAL	$ 64,021	$ 242,000

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY

Board of Directors Meeting Agenda
17-19 October 2024

17 October 2024

3:00 – 5:00 p.m.

AOG Honorary Member Ceremony/Lt. Col. (Ret) Louis A. Burkel III

Assembly, Doolittle Hall

Attire: Business Casual

5:30 – 7:00 p.m.

AOG Board Reception

Library, Doolittle Hall

Attire: Business Casual

18 October 2024

7:30 – 7:55 a.m.

Breakfast – Library, Doolittle Hall

8:00 a.m.

Board Meeting – Board Room

Attire: Business Casual

I. Call to Order/Chairman's Welcome
II. Moment of Silence & Pledge of Allegiance
III. Notified Absences & Introductions
IV. Consent Agenda Approval
    1. Board Meeting Minutes, 26 July 2024
    2. Executive Limitations
        a. 2.8 Compensation and Benefits
        b. 2.10 Program Event Services
        c. 2.11 Official Opinions or Recommendations
    3. Q3 Financials
V. Agenda Approval

DRAFT

8:15 a.m.

VI. Staff Update

1. CEO Briefing (CEO Hille)
2. Brand Update (SVP Hornsby)

9:00 a.m.

VII. Committee Updates

1. Finance and Investment Committee (Dir. Strebe)
    a. Budget Approval
2. Governance Committee (Dir. Almand)
    a. Assign Governance Policy, Chapter 4
    b. Assign Calendar/Schedule Review
    c. Discussion
3. Nominating Committee (Dir. Przybyslawski)
    a. AOG Election Communication Plan (with SVP's Walkewicz & Hornsby)
    b. Discussion
4. Class Advisory Senate Update (Dir. Helms)
5. In-person Meeting Discussion (Dir Lowe)

Noon

Lunch

1:00 – 1:30 p.m.

Guest Speaker: Lieutenant General Tony Bauernfeind '91, Superintendent

1:45 p.m.

VIII. Executive Session

1. Board Survey (Dir's Mueh & Walters)
2. Approve Candidates for Ballot

2:00 p.m.

Adjourn

6:00 p.m.

AOG/AFAF Joint Board Dinner
Thomas Blake Ballroom, The Club at Flying Horse
1880 Weiskoff Point
Colorado Springs

19 October

3:00 – 5:00 p.m.

Falcon Nation Tailgate
Falcon Alley

6:00 p.m.

Colorado State Rams v. Air Force Falcons
Falcon Stadium

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY

Board of Directors Meeting
18 October 2024

Agenda

I. Call to Order
II. Moment of Silence & Pledge of Allegiance
III. Notified Absences & Introductions
IV. Consent Agenda Approval
V. Agenda Approval
VI. Staff Updates
VII. Committee Updates
VIII. Executive Session

Call to Order

Board Chair Opening Remarks

Moment of Silence & Pledge of Allegiance

Notified Absences & Introductions

Consent Agenda Approval

1. Board Meeting Minutes, 26 July 2024
2. Executive Limitation/Monitoring Reports
    a. 2.8 Compensation and Benefits
    b. 2.10 Program Event Services
    c. 2.11 Official Opinions or Recommendations
3. Q3 Financials

Agenda Approval

Staff Updates

CEO Update

Hille

Engagement – Cultivate lifelong relationships and provide valued service to the Academy and our graduates

1. Young alumni ambassadors/Awards weekend
2. Reunion program
3. Satellite location
4. Heritage Trail expansion

Philanthropy – Enhance financial strength and stability to advance the Academy and sustain our mission

1. $315 million (e.g. Kucera Legacy Center, Madera Cyber Innovation Center, IFC, Northgate)
2. Graduate participation
3. AFA Fund up 15% year over year
4. Reunion endowment

240

Stewardship – Responsibly seek and manage gifted time, talent, treasure and relationship

1. Efficient use of all earned and contributed funds
2. Quarterly grants cycle in 2025
3. Stewardship metrics needed

Communication – Tell the story of our Academy, our graduates and our mission with our words and actions

1. Brand development and website
2. Customer service and events professionalism
3. Crisis and succession planning

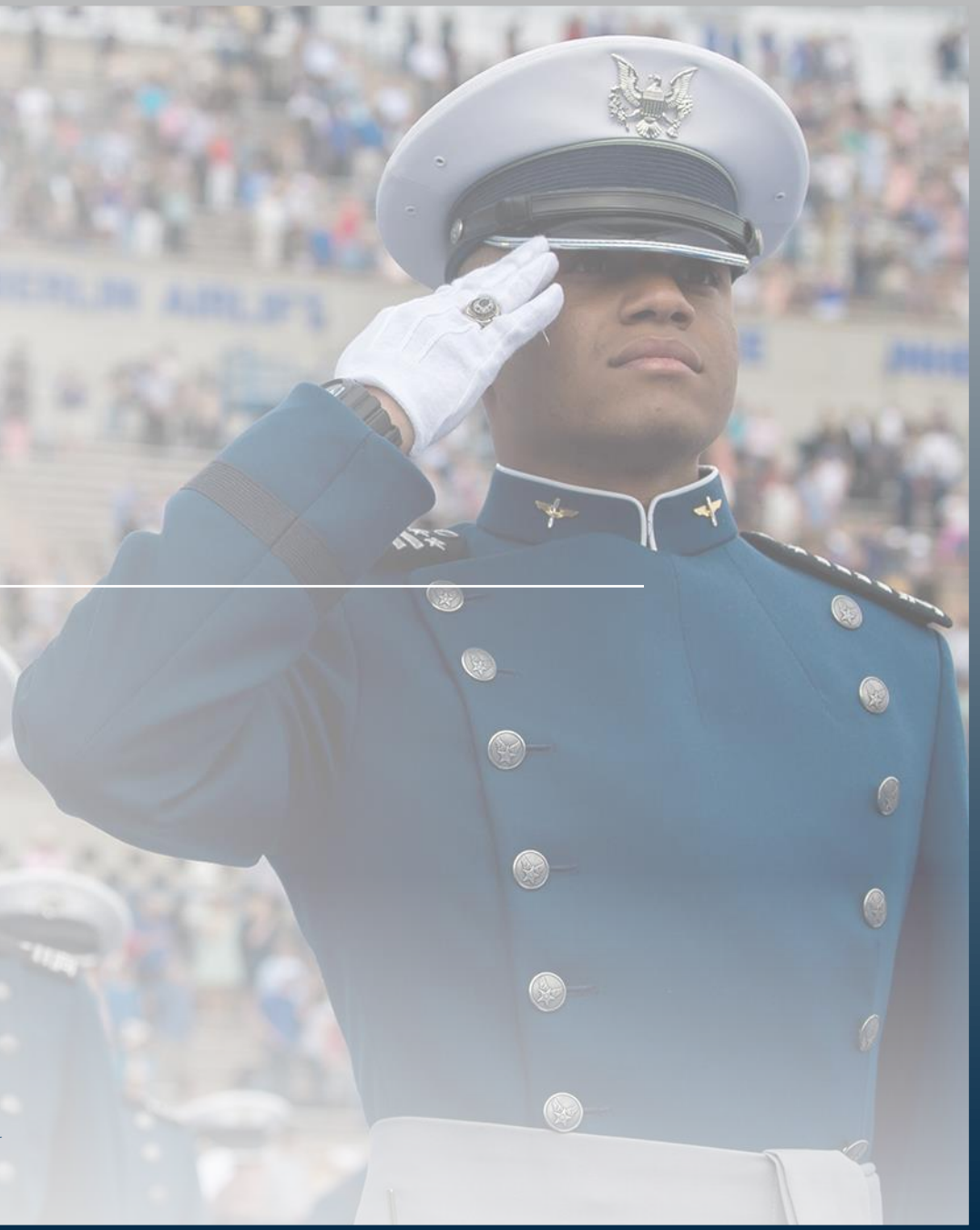
Workplace Excellence – Align our Values, our culture and our commitment as a team to drive overall effectiveness of our mission

1. Staff retention
2. Staff survey and next steps
3. Wecker Hall/Yost Plaza

Brand and Logo Update

Hornsby

October 2024



Association of Graduates
United States Air Force Academy

Air Force Academy Foundation

About the Survey

Test brand direction and 3 logo concepts

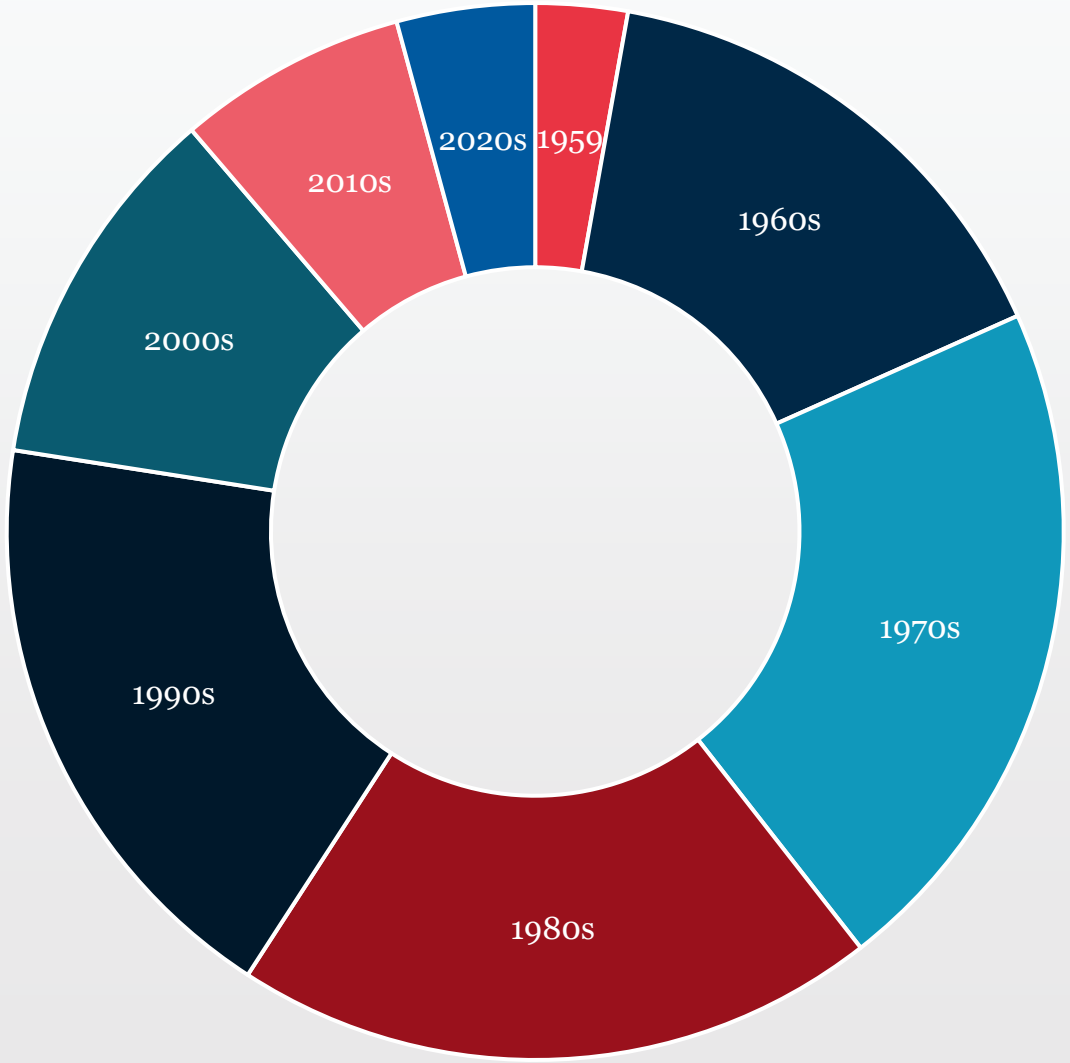
Grad influencers: CAS, chapters, affinity groups, 1st assignment ambassadors, grads on hill

77 responses – 40% r/r – anonymous – 3rd party platform

96% of respondents were grads

Aug. 28 – Sept. 5

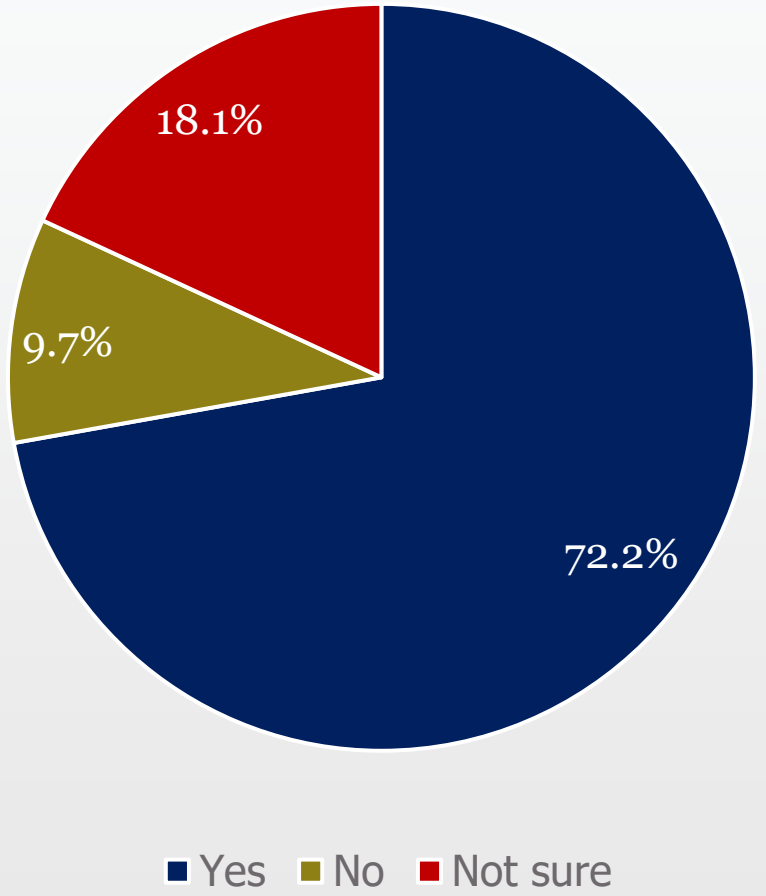
Participant Profile – Class Decades



Strategic Priorities Buy-In

Do you believe these strategic priorities will help the U.S. Air Force Academy Association & Foundation support the needs and goals of graduates, members, donors and the Academy?

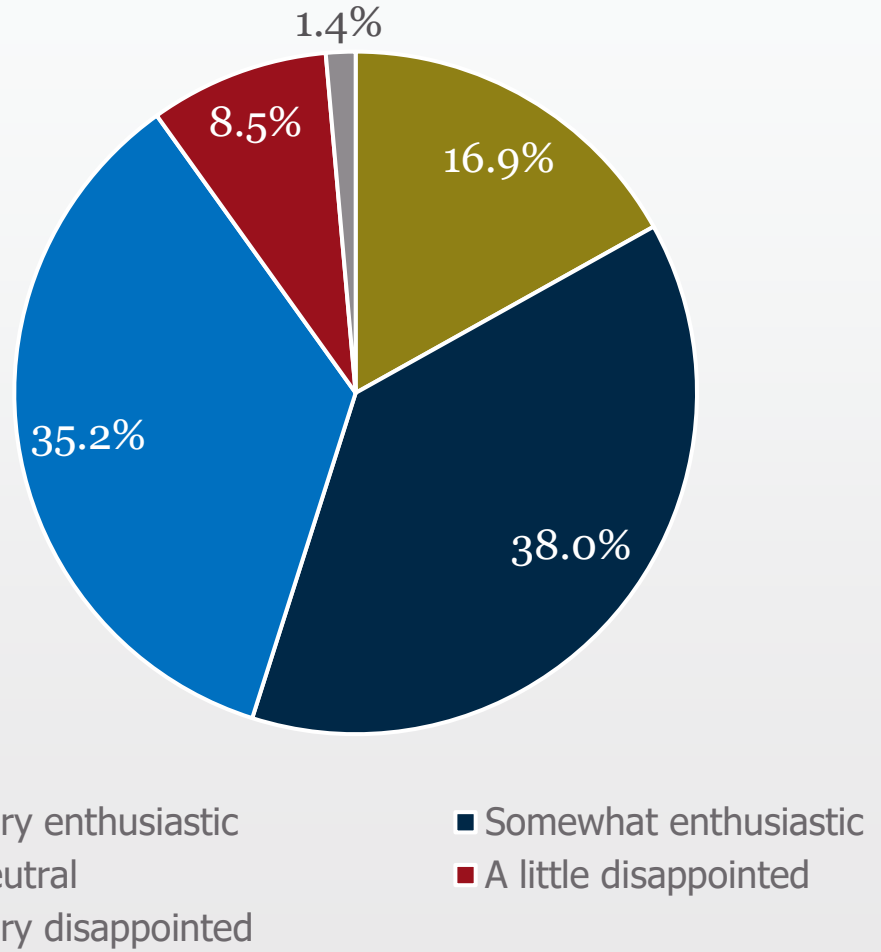
(Engagement – Philanthropy – Stewardship – Communication – Organizational Excellence)



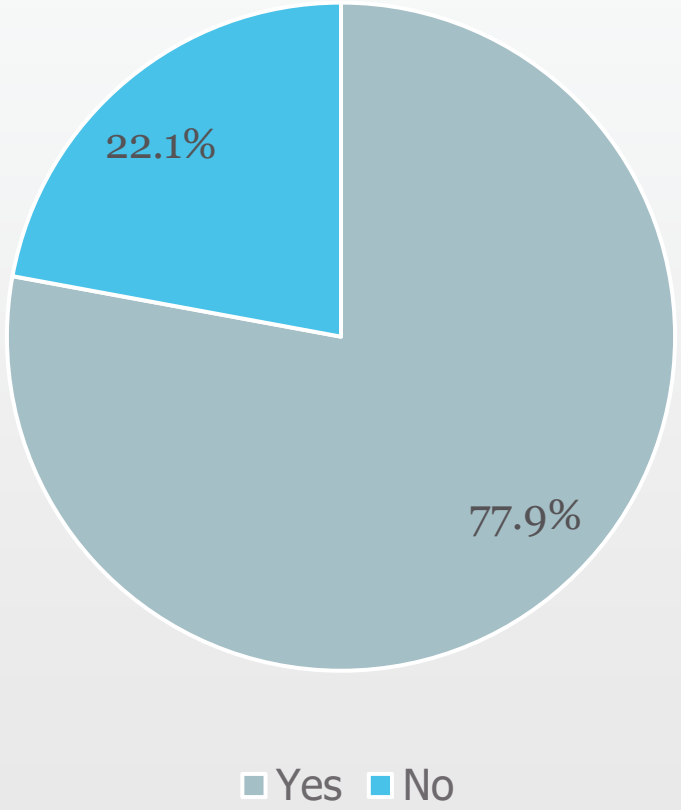
Enthusiasm for Overarching Brand Message

How do you feel about the new direction of the U.S. Air Force Academy Association & Foundation's brand messaging?

The U.S. Air Force Academy Association & Foundation's combined branding and messaging is a shared effort. It is intended to celebrate the experiences, heritage and pride of members and donors. Our new organizational identity will not stand apart from graduates or donors, but beside them. It will reflect the shared values and experiences instilled in graduates by the United States Air Force Academy. Graduates feel strongly about the Academy and each other, and our brand will reflect those connections and enduring bonds across decades and generations.



Appropriate Color Palette?





Option 1



Option 2



Option 3



Option 1

ASSOCIATION & FOUNDATION
U.S. AIR FORCE ACADEMY

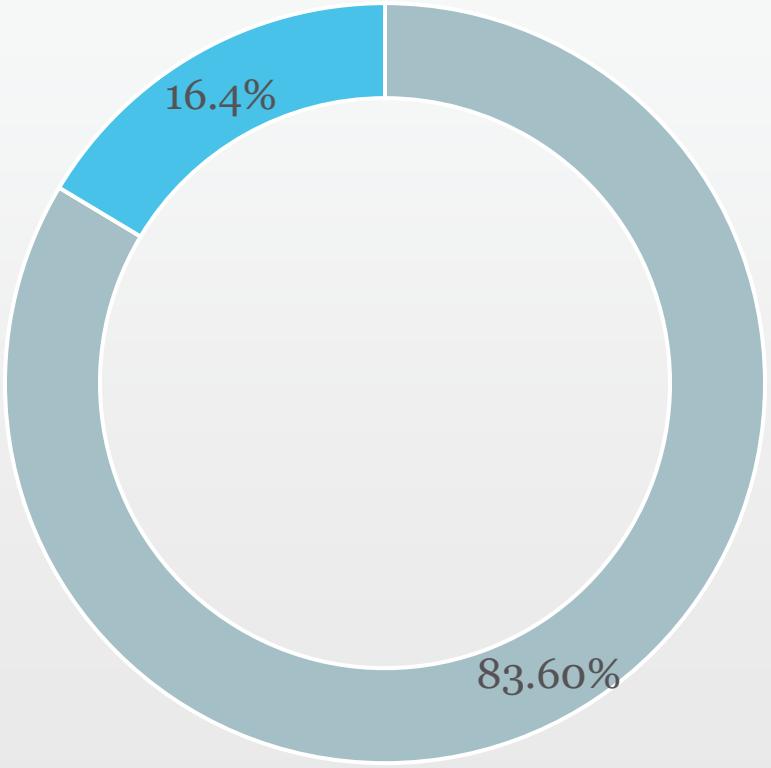
Prop and Wings Concept - Attributes

Top 5 selected attributes:

- **Traditional (83.1%)**
- **Heritage (75.4%)**
- **Appropriate (58.5%)**
- Strong (47.7%)
- Unifying (38.5%)

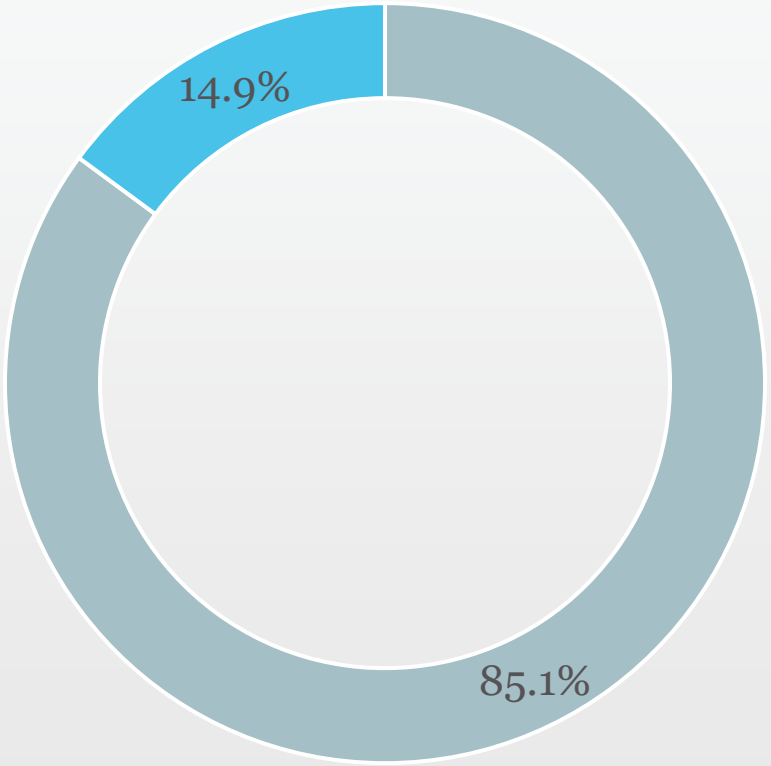


Prop and Wings Concept – Appealing?



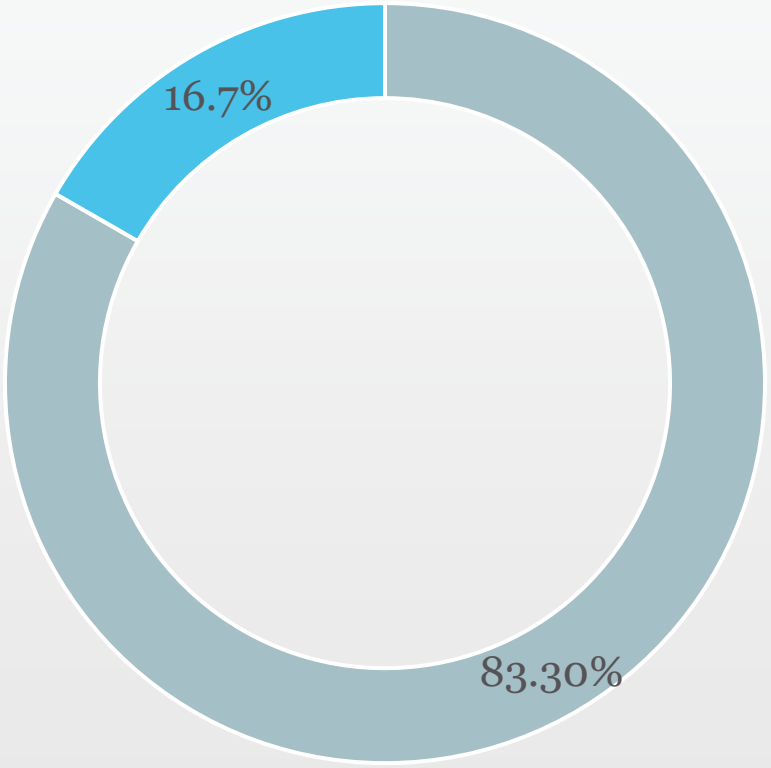
ASSOCIATION & FOUNDATION
U.S. AIR FORCE ACADEMY

Prop and Wings Concept – Fitting?



ASSOCIATION & FOUNDATION
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Prop and Wings Concept – Reflect Past, Present and Future?

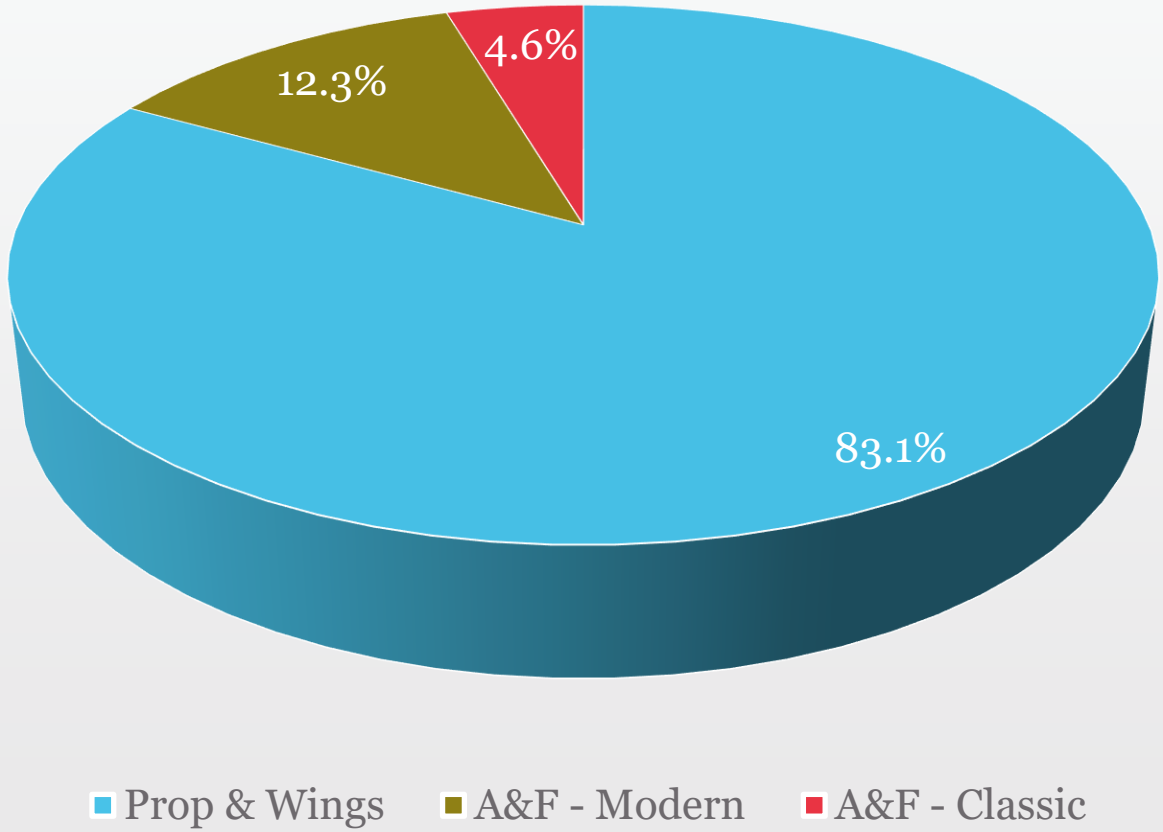


Prop and Wings Concept – Comments

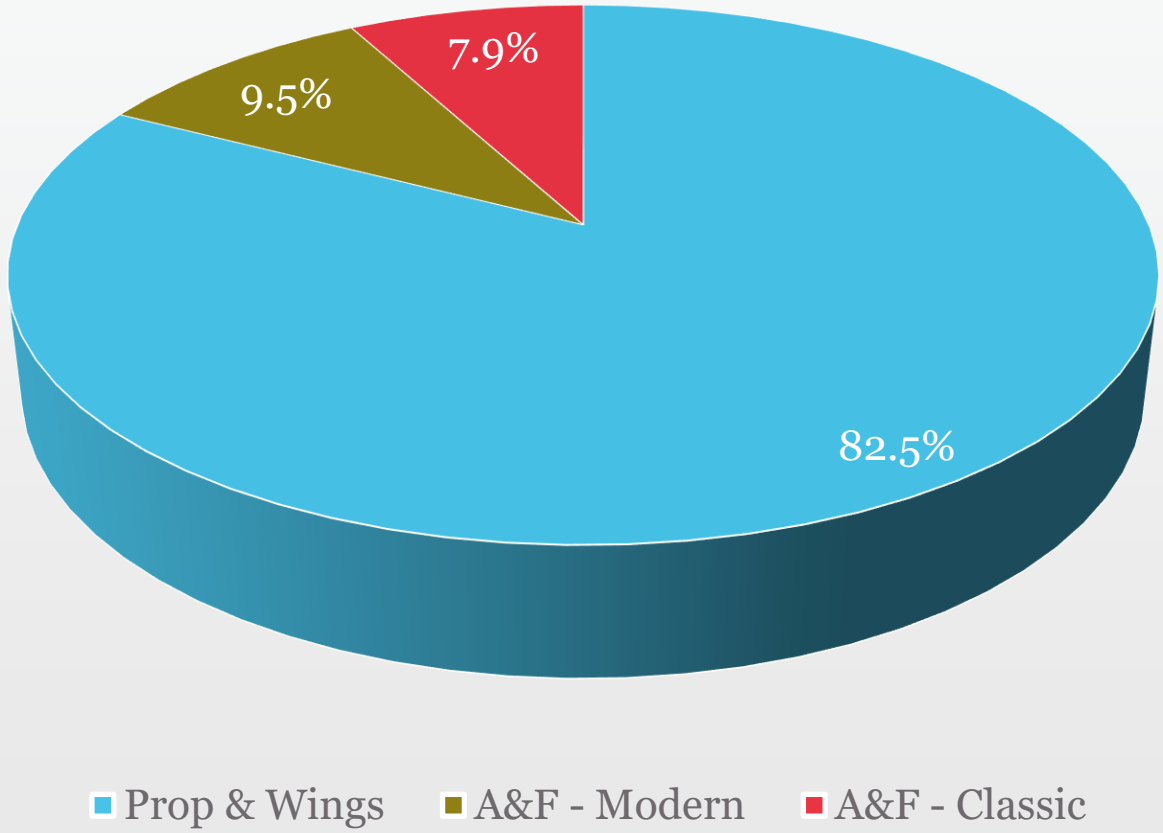
- "Anyone familiar with USAFA will instantly recognize the organization behind logo 1."
- "Prop and wings are required."
- "Putting 'Association' and 'Foundation' next to each other clearly shows the bond between the two in a simple line. Powerful and unambiguous."
- Need nod to Space Force.
- "This is the only logo I felt connected to as a graduate and will stand the test of time as well."
- "Prop and Wings are important, but seems such a 90s look."
- Make sure similar to what cadets wear.
- "Prop and wings inappropriate since graduates not in name."
- "Love prop and wings but could use taste of future as well."
- It visually links the Academy (i.e., prop and wings) to the organizations (i.e., "Association" and "Foundation").
- Ensure icon is AF-distinct (looks similar to Army)



Three Logos – Your Top Selection?



Three Logos – Most Appropriate?




ASSOCIATION & FOUNDATION
U.S. AIR FORCE ACADEMY


ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY


AIR FORCE ACADEMY FOUNDATION

Next Steps

I. Discover (Jan. – Feb. 2024) – COMPLETE

II. Develop (March – Oct. 2024) – NEAR COMPLETE

III. Implement (Oct. 2024 – Spring 2025)

READY



Thank You

Committee Updates

Finance and Investment Committee

Strebe

2025 Budget Notes

- Modest growth of revenue (7%)
  - Sponsorship changes will drive impactful growth in 2026
- Expense growth (4%) from investment in our people & travel for engagement; offset by detailed scrutiny of event costs
- Increased focus on our lines of business driven by new EVP position

Proposed 2025 Budget

Operating Statement of Activities
FY 2025 Budget vs FY 2024 Forecast

	2025 Budget	2024 Forecast	$ Variance	% Variance	2024 Budget
Revenues					
Donations and Contributions	$ 177,500	$ 215,745	$ (38,245)	-18%	$ 225,000
Membership Dues	1,036,298	1,009,886	26,412	3%	1,042,158
Merchandising	1,000,000	959,580	40,420	4%	900,000
Member Services	21,030	18,940	2,090	11%	15,000
Advertising and Sponsorships	575,000	500,250	74,750	15%	682,350
Reunion Services	271,500	271,695	(195)	0%	313,000
Administration Fees	66,000	64,284	1,716	3%	58,000
Conferences	240,000	174,331	65,669	38%	315,000
Royalties	124,000	120,654	3,346	3%	134,044
Football Tickets and Tailgates	215,000	200,540	14,460	7%	246,000
Activities and Social Events	77,820	63,515	14,305	23%	48,650
Miscellaneous Income	40,146	42,291	(2,145)	-5%	36,000
Transfers from/(to) Restricted Funds	73,824	36,876	36,948	100%	103,996
Total Revenues	**3,918,118**	**3,678,587**	**239,531**	**7%**	**4,119,198**
Operating Expenses					
Salaries and Wages	2,914,917	2,550,225	364,692	14%	2,697,449
Payroll Taxes	242,054	189,599	52,455	28%	226,179
Benefits	422,460	387,700	34,760	9%	441,314
Board Governance Costs	82,780	46,071	36,709	80%	54,950
Professional Services	446,145	456,660	(10,515)	-2%	409,613
Professional Printing	235,575	243,731	(8,156)	-3%	225,235
Postage and Shipping	147,007	141,445	5,562	4%	147,730
Merchandise Cost of Sales	420,000	454,549	(34,549)	-8%	481,749
Insurance and Bonding	88,920	83,827	5,093	6%	46,080
Employee Travel and Meals	165,714	97,644	68,070	70%	169,739
Social Events and Meetings	346,712	522,671	(175,959)	-34%	353,700
Office Supplies	49,293	52,839	(3,546)	-7%	39,760
Advertising and Corporate Promotion	45,130	50,572	(5,442)	-11%	50,050
Office Expenses	460,465	439,408	21,057	5%	421,529
Employee Training and Education	29,155	8,022	21,133	263%	28,765
Facilities Expenses	410,990	395,133	15,857	4%	444,168
Depreciation and Amortization	480,000	575,214	(95,214)	-17%	540,000
Total Operating Expenses	**6,987,317**	**6,695,310**	**292,007**	**4%**	**6,778,010**
Operating Income (Loss)	**(3,069,199)**	**(3,016,723)**	**(52,476)**	**2%**	**(2,658,812)**
Investment Income					
Investment Interest & Dividends	844,800	894,884	(50,084)	-6%	829,657
Realized/Unrealized Gains/Losses	1,716,000	3,987,086	(2,271,086)	-57%	1,078,629
Total Investment Income	2,560,800	4,881,970	(2,321,170)	-48%	1,908,286
Other Income and Deductions					
Subsidy from Foundation	350,000	419,300	(69,300)	-17%	419,300
Allocation of IT & Facilities Expenses	328,477	222,643	105,834	100%	375,834
Total Other Income and Deductions	678,477	641,943	36,534	6%	795,134
NET Income (Loss)	**$ 170,078**	**$ 2,507,190**	**$ (2,337,112)**	**-93%**	**$ 44,608**

Air Force Academy Foundation

	Actual				Budget	Forecast	Budget	2024 Forecast to 2025 Budget Change
	2020 *	2021	2022	2023	2024	2024	2025	
Salary & Wages	$ 2,525,000	$ 2,675,000	$ 3,032,000	$ 3,403,955	$ 3,430,064	$ 3,486,416	$ 3,523,999	1% (a) & (c)
Other Personnel Costs	732,000	625,000	654,000	650,241	685,908	638,462	750,704	18% (d)
Total Personnel Costs	$ 3,257,000	$ 3,300,000	$ 3,686,000	$ 4,054,196	$ 4,115,972	$ 4,124,878	$ 4,274,703	4%
	* Revised down from $4.1M in April 2020				**% of Total Budget**	**61%**	**59%**	

Association of Graduates

	Actual				Budget	Forecast	Budget	2024 Forecast to 2025 Budget Change
	2020	2021	2022	2023	2024	2024	2025	
Salary & Wages	$ 2,588,887	$ 2,603,193	$ 2,725,442	$ 2,817,688	$ 2,697,449	$ 2,550,225	$ 2,914,917	14% (a), (b) & (c)
Other Personnel Costs	495,619	581,043	594,677	628,341	667,493	577,299	664,515	15% (d)
Total Personnel Costs	$ 3,084,506	$ 3,184,236	$ 3,320,119	$ 3,446,029	$ 3,364,942	$ 3,127,524	$ 3,579,432	14%
					% of Total Budget	**47%**	**51%**	

U.S. Air Force Academy Association & Foundation

History of Employee Census and Related Costs

	Actual				Budget	Forecast	Budget	2024 Forecast to 2025 Budget Change	
	2020	2021	2022	2023	2024	2024	2025		
FTE Employees	71.95	67.25	64.00	66.00	69.50	68.00	70.00	2.00	(b)
Salary & Wages	$ 5,113,887	$ 5,278,193	$ 5,757,442	$ 6,221,643	$ 6,127,513	$ 6,036,641	$ 6,438,916	7%	(a) (b)
Other Personnel Costs	1,227,619	1,206,043	1,248,677	1,278,582	1,353,401	1,215,761	1,415,219	16%	(d)
Total Personnel Costs	$ 6,341,506	$ 6,484,236	$ 7,006,119	$ 7,500,225	$ 7,480,914	$ 7,252,402	$ 7,854,135	8%	
Cost per Employee	88,138	96,420	109,471	113,640	107,639	106,653	112,202	5,549	

2025 Budget Notes:

(a) 6% personnel salary pool budgeted across all staff; 4% cost of living & 2% discretionary performance increase

(b) Includes 2 previously unbudgeted positions; EVP Alumni Relations & Facilities (converted from professional fees)

(c) 2024 & 2025 show allocated personnel costs

(d) 9% insurance increase and staffing at full capacity



Governance Committee

Almand

Discussion

- What action should Board take?
  - none
  - make a recommendation to members
    - up or down vote on petition as presented
    - coordinated comms or statement on ballot?
  - somewhere in between

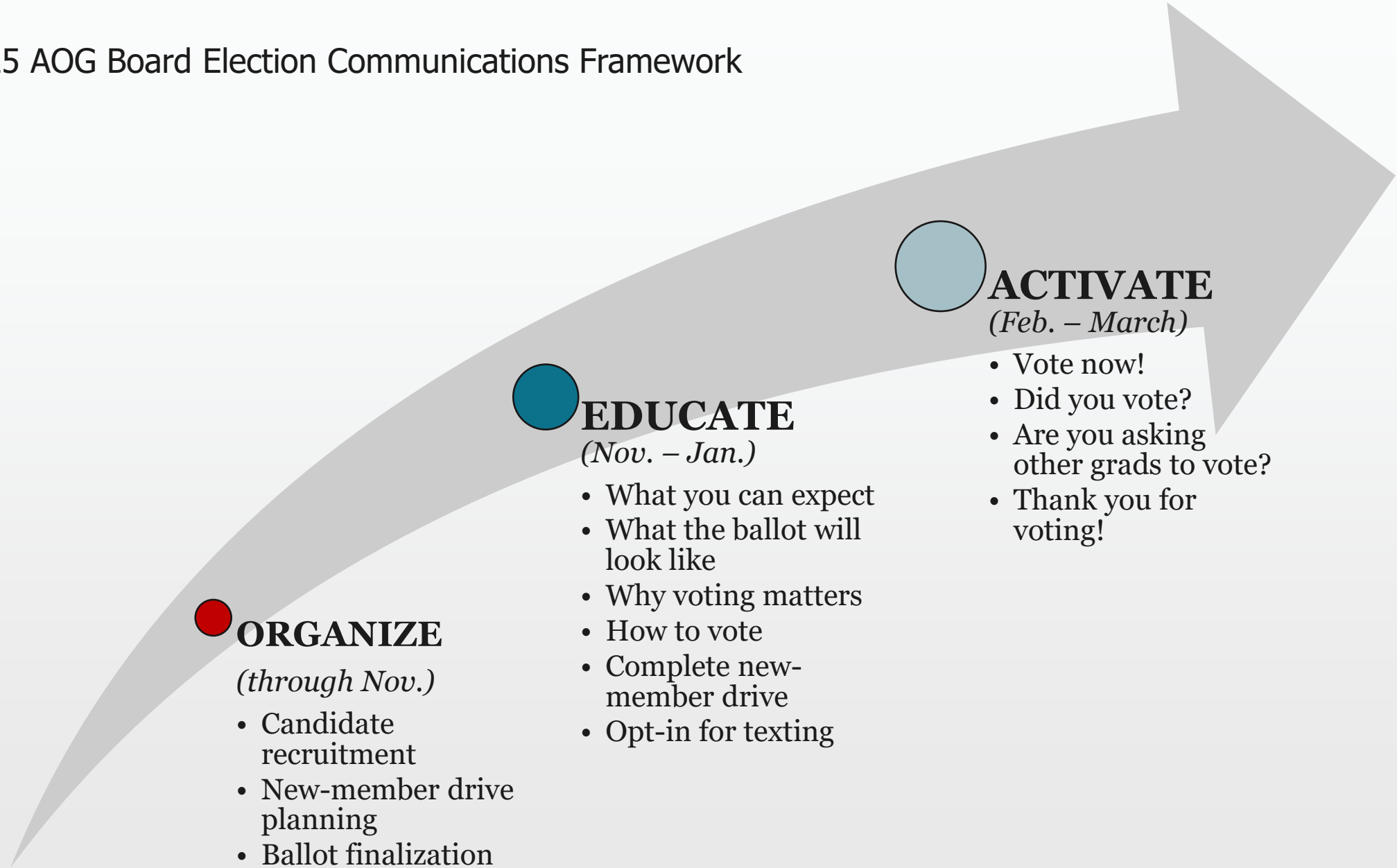
- Highlighted need for better communication with members
  - Implication Association doesn't provide feedback to USAFA leadership
  - Messaging to include regular meetings between CEO and Supt
  - Promote CAS as avenue for two-way communication
  - Opportunity to promote organization as unifying agent supporting Academy when nation is so divided
  - Remain Politically neutral
  - Support all grads
    - Academy's direction will change as administrations change



Nominating Committee

Przybyslawski

2025 AOG Board Election Communications Framework



ORGANIZE

(through Nov.)

- Candidate recruitment
- New-member drive planning
- Ballot finalization
- Ongoing engagement and awareness

EDUCATE

(Nov. – Jan.)

- What you can expect
- What the ballot will look like
- Why voting matters
- How to vote
- Complete new-member drive
- Opt-in for texting

ACTIVATE

(Feb. – March)

- Vote now!
- Did you vote?
- Are you asking other grads to vote?
- Thank you for voting!



Class Advisory Senate

Helms

Class Advisory Senate

- CAS Officer Elections are scheduled for 7-17 November
- New Officers installed at 21 Jan 2025 CAS meeting
- CAS Speaker for 24 October is Col. Marc J. Sands '94, Senior USSF liaison to USAFA
- Unity letter discussion



In Person AOG BOD Meeting

Lowe

Recommendation

- In Person Board meeting in Colorado early February '25
  - Board has good chemistry and momentum
  - ZOOM sessions over 1 hour are not productive
  - 6 month dormant period not wise
  - Early February meeting will coincide with Election kickoff
    - Avoid 9 Feb Super Bowl weekend
  - Potential election interference may require Board review/action
  - Review/address potential Bylaws changes?
    - Reinforce Political Neutrality
  - Good opportunity to stay/meet/tour Hotel Polaris off season
  - Brainstorm "NEXT BIG IDEA"
    - How better promote CAS as avenue for two-way communication?
    - Review improved support for Academy when nation is so divided
    - Brainstorm better ways to support Grads
    - Promote respectful dialogue on key issues

Executive Session

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY

BOARD OF DIRECTORS ELECTRONIC VOTE
Motion to Approve the CEO Bonus
7 February 2025
APPROVED

Board Voting Members Participating: Brian Bishop ’83, Chair; Cathy Almand ’90, Vice Chair; Ginny Caine Tonneson ’80, Secretary; Glenn Strebe ’87, Treasurer; Hank Hoffman ’63; Hans Mueh ’66; Bob Lowe ’71; Lee Krauth ’72; William Carpenter ’73; John Cinnamon ’91; President, Class Advisory Senate; Christian Evans ’08; Emma Przybyslawski ’10; Nathan Dial ’10; Joseph Bledsoe III ’11; Jennifer Walters ’11.

Board Members not Participating: Garry Dudley ’68.

Background: An AOG and Foundation task force was tasked to determine the CEO bonus for 2024. The AOG Board vote was conducted by email on 5-7 February 2025.

MOTION: The AOG/AFAF task force, which was assigned to determine the performance bonus for the CEO, moves a bonus of $46,000 be awarded to Mark Hille for his 2024 performance. The motion was unanimously approved.

Respectfully submitted,
Virginia Caine Tonneson, Secretary

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY

BOARD OF DIRECTORS ELECTRONIC VOTE
Motion to Approve the Leadership Achievement Award
28 February 2025
APPROVED

Board Voting Members Participating: Brian Bishop ’83, Chair; Cathy Almand ’90, Vice Chair; Ginny Caine Tonneson ’80, Secretary; Glenn Strebe ’87, Treasurer; Hank Hoffman ’63; Garry Dudley ’68; Hans Mueh ’66; Bob Lowe ’71; Lee Krauth ’72; William Carpenter ’73; John Cinnamon ’91; President, Class Advisory Senate; Christian Evans ’08; Emma Przybyslawski ’10; Nathan Dial ’10; Joseph Bledsoe III ’11; Jennifer Walters ’11.

Background: The Leadership Achievement Award Committee reviewed the nomination packages and recommended two individuals for this year’s award. The AOG Board vote was conducted by email on 15-28 February 2025.

MOTION: The Nominating Committee recommends that the Board approve the two Leadership Achievement Award winners. The motion was approved by a vote of 15-1 (Director Hoffman against).

Respectfully submitted,
Virginia Caine Tonneson, Secretary

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY

BOARD OF DIRECTORS ELECTRONIC VOTE
Motion to Approve the Young Alumni Excellence Award
28 February 2025
APPROVED

Board Voting Members Participating: Brian Bishop ’83, Chair; Cathy Almand ’90, Vice Chair; Ginny Caine Tonneson ’80, Secretary; Glenn Strebe ’87, Treasurer; Hank Hoffman ’63; Garry Dudley ’68; Hans Mueh ’66; Bob Lowe ’71; Lee Krauth ’72; William Carpenter ’73; John Cinnamon ’91; President, Class Advisory Senate; Christian Evans ’08; Emma Przybyslawski ’10; Nathan Dial ’10; Joseph Bledsoe III ’11; Jennifer Walters ’11.

Background: The Young Alumni Excellence Award Committee reviewed the nomination packages and recommended three individuals for this year’s award. The AOG Board vote was conducted by email on 15-28 February 2025.

MOTION: The Nominating Committee recommends that the Board approve the three Young Alumni Excellence Award winners. The motion was approved by a vote of 15-1 (Director Hoffman against).

Respectfully submitted,
Virginia Caine Tonneson, Secretary

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY

BOARD OF DIRECTORS ELECTRONIC VOTE
Motion to Approve the Distinguished Graduate Award
6 March 2025
APPROVED

Board Voting Members Participating: Brian Bishop ’83, Chair; Cathy Almand ’90, Vice Chair; Ginny Caine Tonneson ’80, Secretary; Glenn Strebe ’87, Treasurer; Hank Hoffman ’63; Garry Dudley ’68; Hans Mueh ’66; Bob Lowe ’71; Lee Krauth ’72; William Carpenter ’73; John Cinnamon ’91; President, Class Advisory Senate; Christian Evans ’08; Emma Przybyslawski ’10; Nathan Dial ’10; Joseph Bledsoe III ’11; Jennifer Walters ’11.

Background: The Nominating Committee reviewed the nomination packages and recommended two individuals for this year’s award. The AOG Board vote was conducted by email on 4-6 Martch 2025.

MOTION: The Nominating Committee moves that the AOG Board approves the two recommended Distinguished Graduate Award winners. The motion was unanimously approved.

Respectfully submitted,
Virginia Caine Tonneson, Secretary

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY

BOARD OF DIRECTORS SPECIAL MEETING
19 March 2025 Meeting Minutes
APPROVED

Board Members Present via Videoconference: Brian Bishop ’83, Chair; Cathy Almand ’90, Vice Chair; Ginny Caine Tonneson ’80, Secretary; Hank Hoffman ’63; Hans Mueh ’66; Garry Dudley ’68; Bob Lowe ’71; Lee Krauth ’72; William Carpenter ’73; John Cinnamon ’91, President, Class Advisory Senate; Christian Evans ’08; Emma Przybyslawski ’10; Nathan Dial ’10; Joseph Bledsoe III ’11; Jennifer Walters ’11.

Board Members Absent: Glenn Strebe ’87.

AOG Staff Present via Videoconference: Mark Hille ’97, AOG/AFAF President/CEO; Katie Willemarck, AOG/AFAF CFO; Kelly Banet, EVP of Development; Michael Cornelious ’00, EVP of Alumni Relations; Naviere Walkewicz ’99, SVP of Engagement; Wyatt Hornsby, AOG/AFAF SVP of Marketing and Communications; Molly Staley, Executive Assistant to the EVP of Development and Boards; Emma Ross, Board Support/Office Manager.

Guests Present via Videoconference (new April 2025 Board members): Dan Bohlin ’71; Denny Merideth ’73; Rod Bishop ’74.

I. Call to Order/Chairman’s Welcome

Chair Bishop called the meeting to order at 10:03 a.m. MDT on Wednesday, 19 March 2025. He welcomed the three new Board members in attendance and spoke briefly about the various letters going back and forth concerning this meeting.

II. Agenda

The agenda item included the selection of two Appointed Directors to fill the seats that will be vacated by Directors Strebe and Bledsoe in April 2025.

MOTION: Director Przybyslawski moved and Director Walters seconded to approve the agenda as is. The motion was unanimously approved.

III. Open Session

CEO Hille noted that the AOG senior staff was in attendance to show support for current Board members and for the new Directors. He introduced Michael Cornelius, the new EVP of Alumni Relations.

MOTION: Director Przybyslawski moved and Director Lowe seconded to go into executive session. The motion was approved by a vote of 14-1 (Director Hoffman against).

Directors Walter and Bledsoe departed the meeting as they were being discussed as potential Appointed Directors. Chair Bishop invited CEO Hille, EVP Cornelius, and Ms. Stanely to remain. The new Directors also remained.

IV. Executive Session

The Board went into executive session IAW Bylaws Article V Section 8c at 10:11 a.m. MDT for the Nomination Committee to discuss the Appointed Director candidates.

MOTION: Director Dudley moved and Director Mueh seconded to come out of executive session. The motion was unanimously approved.

V. Open Session

The Board went into open session at 10:41 MDT.

MOTION: The Nominating Committee moved that the Board approve DT Thompson and Jennifer Walters as Appointed Directors for four year terms. The motion was unanimously approved.

The AOG will prepare a news release.

VI. Adjournment

Chair Bishop adjourned the meeting at 10:47 a.m. MDT.

Respectfully submitted,
Virginia Caine Tonneson, Secretary

Atch:
1. 19 March 2025 Board Meeting Agenda

MONITORING REPORT

DATE: 11 April 2025

POLICY TYPE: Executive Limitations

POLICY NUMBER: 2.1

POLICY TITLE: Treatment of Members and Other Constituents

POLICY DESCRIPTION:

With respect to interactions with members and other constituents, the CEO shall not cause or allow conditions, procedures, or decisions which are unfair, unsafe, undignified, untimely, unnecessarily intrusive, or which fail to provide appropriate confidentiality or privacy.

REPORT:

Accordingly, he/she shall not:

1. **Use application forms that elicit information for which there is no clear necessity**. The AOG has a written Policies and Procedures manual, in addition to an Employee Handbook, that addresses appropriate interactions with members and other constituents. The manual contains policies on the methods of collecting, reviewing, transmitting, or storing member information that protects constituents from improper access of the material elicited.

2. **Use methods of collecting, reviewing, transmitting, or storing member information that fail to protect against improper access to the material elicited.** The AOG secures employee access to the database with individual permissions and policies that ensure only people with appropriate access and training can make changes, review, and transmit member data. The data is stored with a third-party who implements industry standard security measures.

3. **Fail to communicate to members a clear understanding of what may be expected from the service(s) offered.** The AOG uses extensive print and online media formats to communicate to members a clear understanding of what may be expected from the service(s) offered. In addition, the AOG's customer service department facilitates follow-up contact by an appropriate AOG staff member to clarify all issues and concerns.

Status: In Compliance

MONITORING REPORT

DATE: 11 April 2025

POLICY TYPE: Executive Limitations

POLICY NUMBER: 2.9

POLICY TITLE: Board Awareness and Support

POLICY DESCRIPTION:

The CEO shall not permit the Board to be uninformed or unsupported in its work. Accordingly, he or she may not:

REPORT:

1) **Fail to have a current plan to achieve the Board's Ends**. The CEO has a plan specifically tied to the Board's Ends.

2) **Neglect to submit monitoring data required by the Board (see policy on Monitoring CEO Performance in Board/Staff Linkage, Policy 3.4) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.** The CEO has developed a plan for submitting specified monitoring reports at each Board meeting. All 14 reports are submitted annually to the Board in a specified rotation each year.

3) **Let the Board be unaware of relevant trends, anticipated adverse media coverage, or material external and internal changes, and particularly changes in the assumptions upon which any Board policy has been previously established. Notification of material planned internal changes is to be provided to the Board in advance, when feasible.** The CEO briefs the entire Board quarterly and sends out periodic updates to all directors. He maintains regular contact with Public Affairs and the Academy senior leadership to encourage them to provide information before it hits the papers. Upon receiving new information, he calls the Board Chair, committee chairs and individual directors as appropriate.

4) **Fail to advise the Board if, in the CEO's opinion, the Board is not in compliance with its Bylaws or its own policies on Governance Process and Board/Staff Linkage, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and the CEO.** When the CEO has identified areas of concern, he has reported them to the Board Chair. The CEO reviews the bylaws to remain aware of necessary requirements of the bylaws to ensure that no requirements are overlooked.

5) **Fail to provide for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices.** The CEO routinely provides graduate, member, and staff viewpoints. He conveys the views of the Superintendent and other Academy senior leaders and arranges for those leaders to address the Board at its quarterly meetings.

6) **Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types:**

    a. **Monitoring**
    b. **Action Item, and**
    c. **Incidental ("FYI").**

The CEO provides concise, clear information in briefing, email, and report forms. The CEO calls for Board involvement as required, provides monitoring reports such as this one, and provides "FYI" materials as appropriate.

7) **Allow the Board to be without reasonable administrative and logistical support for official Board, officer or committee communications and functions.** The CEO provides staff support for arranging quarterly meetings and tele/video conferences, preparation and publication of minutes, arranging for billeting and meals for Board meetings, and providing workspace for visiting directors.

8) **Fail to deal with the Board as a whole except when:**

    a. **Fulfilling reasonable individual requests for information, or**
    b. **Responding to officers or committees duly charged by the Board.**

The CEO deals solely with the Board as a whole for all action items and fulfills director, officer and committee requests for information and support.

9) **Fail to report in a timely manner any actual or anticipated noncompliance with any policy of the Board.** The CEO seeks to uncover all infractions of Board policy, take corrective action, and report the results to the Board.

10) **Fail to provide for the consent agenda all items delegated to the CEO yet required by law or contract to be Board approved, along with the monitoring assurance pertaining thereto.** The CEO ensures that all items requiring Board approval are presented to the Board and that all consent agenda items delegated to him are placed in the minutes.

Status: In Compliance

MONITORING REPORT

DATE: 11 April 2025

POLICY TYPE: Executive Limitations

POLICY TITLE: AOG/Air Force Academy Foundation COA

POLICY NUMBER: 2.12

POLICY DESCRIPTION:

The CEO will not fail to abide by the provisions of the current AOG/Air Force Academy Foundation Cooperative Operation Agreement as approved by the Board of Directors.

REPORT:

The CEO is abiding by the provisions of the current AOG/Air Force Academy Foundation COA.

Compliance Status: *In Compliance*

24 April 2025

Noon – 1:00 p.m.

Lunch – Boardroom, Doolittle Hall

1:00 – 4:30 p.m.

New Director Orientation

Boardroom, Doolittle Hall

I. Introductions
II. Board Structure and Responsibilities (*Brian Bishop, Chairman)*
III. Mission, Values, Strategic Plan (*Mark Hille, CEO)*
IV. Staff Structure (*Michael "Baja" Cornelius, EVP, Alumni Relations)*
V. Foundation Overview *(Kelly Banet, EVP, Development)*
VI. Financial Overview *(Katie Willemarck, CFO)*
VII. Brand Update *(Wyatt Hornsby, SVP, Marketing & Communications)*
VIII. Class Advisory Senate *(John Cinnamon, President)*
IX. 2022 Graduate Survey Review (*Cathy Almand, Vice Chair)*

5:00 – 6:30 p.m.

AOG Board Reception/Hail and Farewell

Library, Doolittle Hall

Attire: Business Casual

25 April 2025

7:30 – 8:00 a.m.

Breakfast

New Board Director Photos for Website (7:30)

Complete Conflict of Interest Statements

8:30 a.m.

I. Call to Order

II. Moment of Silence & Pledge of Allegiance

III. Notified Absences & Introductions (All Directors)

IV. Consent Agenda Approval

1. 18 October 2024 Meeting Minutes
2. 7 February 2025 E-vote Minutes for CEO Bonus
3. 28 February 2025 E-vote Minutes for Leadership Achievement Award
4. 28 February 2025 E-vote Minutes for Young Alumni Excellence Award
5. 6 March 2025 E-vote Minutes for Distinguished Graduate Award
6. 19 March 2025 Special Meeting Minutes
7. Executive Limitations/Monitoring Reports
   a. 2.1 Treatment of Other Constituents
   b. 2.9 Board Awareness and Support
   c. 2.12 AOG/AFAF COA

V. Agenda Approval

VI. Board Selects Chair by Written Ballot (Secretary presides)

VII. Chair nominates Board Officers for Board Approval

VIII. Executive Session

1. Name new AOG Committees

10:00 a.m.

IX. Staff Updates

1. CEO Report *(Mark Hille, CEO)*
2. Quarterly Financial Update *(Katie Willemarck, CFO)*
3. Brand Update (*Wyatt Hornsby, SVP, Marketing & Communications)*
4. Award Process *(Michael "Baja" Cornelius, EVP, Alumni Relations)*
5. Affinity Groups *(Michael "Baja" Cornelius, EVP, Alumni Relations)*

X. Committee Updates/Discussion

-Governance Committee

-Finance and Investments Committee

-Audit Committee

-Nominating Committee

11:30 a.m.

Adjourn for Lunch – Library, Doolittle Hall

12:15 p.m.

XI. Class Advisory Senate Update *(Director Cinnamon)*

1:00 p.m.

Adjourn

2:00 - 3:30 p.m.

Madera Cyber Innovation Center Ribbon Cutting

-Park in the east parking lot of the Cadet Field House, where bus transportation will be available to take you to and from the event.

6:00 p.m.

Defining Our Future Campaign Celebration

Generations Ballroom, Hotel Polaris

6:00 – 7:00 p.m. Cocktails

7:00 p.m. Dinner

Attire: Cocktail Attire

Board of Directors Meeting

25 April 2025

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Agenda

1 Call to Order

2 Moment of Silence & Pledge of Allegiance

3 Notified Absences & Introductions

4 Consent Agenda Approval

5 Agenda Approval

6 Board Selects Chair by Written Ballot

7 Chair nominates Board Officers for Board Approval

8 Executive Session

9 Staff Updates

10 Class Advisory Senate Update

11 Committee Updates

- Call to Order
- Moment of Silence & Pledge of Allegiance
- Notified Absences & Introductions
- Consent Agenda Approval
  - 18 October 2024 Meeting Minutes
  - 7 February 2025 E-vote Minutes for CEO Bonus
  - 28 February 2025 E-vote Minutes for Leadership Achievement Award
  - 28 February 2025 E-vote Minutes for Young Alumni Excellence Award
  - 6 March 2025 E-vote Minutes for Distinguished Graduate Award
  - 19 March 2025 Special Meeting Minutes
  - Executive Limitation/Monitoring Reports
    - 2.1 Treatment of Other Constituents
    - 2.9 Board Awareness and Support
    - 2.12 AOG/AFAF COA
- Agenda Approval

Chairman of the Board Election

BACKGROUND

- The Board Chair will be selected by the Board
- The Chair shall be an elected director
- Selection of the Chair and officers will be conducted at the first regularly scheduled meeting

  of the Board after the election.
- The term of office of the Chair shall begin upon election to the office and continue through

  the election of the next Chair two years later
- The maximum continuous period of service for a Chair is two consecutive terms without at least a four-year break between terms

Chairman of the Board Election

ELECTION PROCESS

- A quorum of more than half of the total number of directors must be present for the Board to act on any issue

- No director shall give another director the right to vote for them by proxy on any issues before the Board.

- A simple majority of the directors present at a quorum of the Board will pass any motion considered by the Board

- In cases where more than two directors are nominated, an initial vote will be taken to establish the top two nominees. Then, a final vote will determine the new Chair by majority vote of a quorum of the Board

- Vote for ONE of the two nominated directors

Nominated Directors for Board Chair

Cathy Almand ’90

Denny Merideth ’73

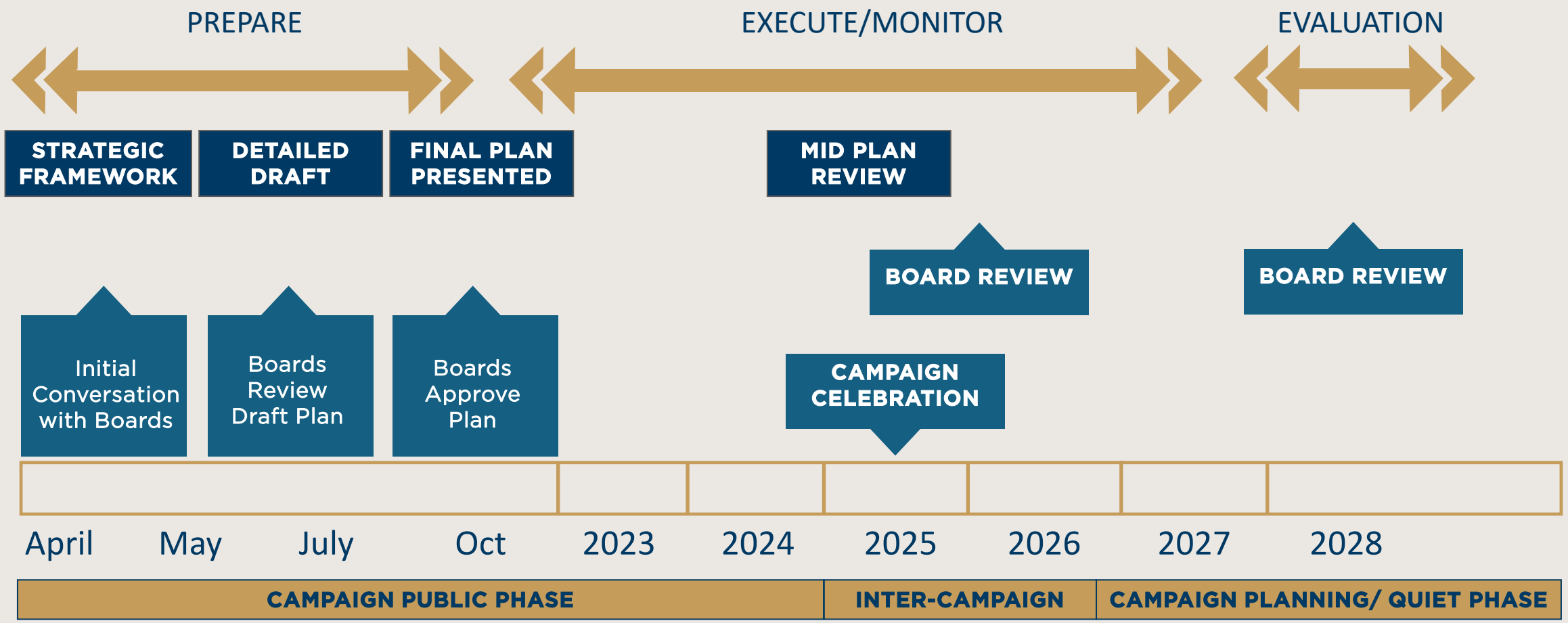
Any other candidates?

Staff Updates

CEO Update

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

STRATEGIC PLAN TIMELINE



STRATEGIC IMPERATIVES

ENGAGEMENT

1 GOAL

CREATE AND FOSTER LIFELONG CONNECTIONS BETWEEN THE LONG BLUE LINE AND THE ACADEMY

OBJECTIVES

A. Grow membership to be reflective of the entire Long Blue Line
B. Revitalize class- and affinity-based programming
C. Inform and engage cadet parents and families
D. Strengthen graduate engagement

2 GOAL

SERVE OUR GRADUATES AND FAMILIES AT CRITICAL MOMENTS THROUGHOUT THEIR LIFETIMES

OBJECTIVES

A. Provide Firstie transition and first-assignment support
B. Offer meaningful career services and transition support
C. Serve graduates and their families with funeral support as part of Gone but Not Forgotten program

3 GOAL

PRESERVE AND CELEBRATE THE ACADEMY'S HERITAGE AND THE ACCOMPLISHMENTS OF THE LONG BLUE LINE

OBJECTIVES

A. Further promote awards programs
B. Expand online heritage archives
C. Develop and promote the Heritage Trail

PHILANTHROPY

1 GOAL

LEAD SUCCESSFUL COMPREHENSIVE CAMPAIGN – DEFINING OUR FUTURE

OBJECTIVES

A. Raise $270 million for critical Academy priorities
B. Increase awareness, engagement and participation among all constituents
C. Enhance institutional pride among all stakeholders
D. Advance understanding of philanthropy's role and impact at the Academy

2 GOAL

GROW RESOURCES AVAILABLE TO SUSTAINABLY FUND ONGOING OPERATIONS

OBJECTIVES

A. Increase funding to cover a greater share of operating costs
B. Establish restricted endowments for specific operating activities

3 GOAL

EXPAND AND DIVERSIFY SUPPORT FROM SUCCESSIVE GENERATIONS OF DONORS

OBJECTIVES

A. Leverage the value of the Long Blue Line to create strengthened relationships between generations
B. Strengthen and expand class giving
C. Build diversity and capacity of volunteers, including committee and board members

STEWARDSHIP

1 GOAL

ACCEPT, INVEST AND STEWARD GIFTS AS DONORS INTEND

OBJECTIVES

A. Provide accurate and timely reporting on all gifts annually
B. Improve Academy gift acceptance and reporting process

2 GOAL

INVEST ALL HUMAN AND FINANCIAL RESOURCES SMARTLY TO MAXIMIZE RETURN AND IMPACT

OBJECTIVES

A. Maintain accurate accounting records and strong financial and management controls
B. Manage investment portfolios responsibly, utilizing experienced guidance
C. Establish priorities for best use of available resources, including unrestricted gifts

3 GOAL

NURTURE STRONG RELATIONSHIPS WITH THE ACADEMY AND PARTNER ORGANIZATIONS

OBJECTIVES

A. Deepen operating partnerships with supporting organizations
B. Secure and maintain "special status" as supporting organizations
C. Institutionalize strong connections with key Academy partners

COMMUNICATIONS

1 GOAL

ENHANCE AND SAFEGUARD BRAND AND REPUTATION OF AOG AND FOUNDATION

OBJECTIVES

A. Ensure brand is relevant and consistent in look, feel and voice
B. Conduct a mission-focused merchandise strategy
C. Provide world-class customer service to all constituents
D. Deliver professional image in-person and through events

2 GOAL

SHARE THE STORY OF THE ACADEMY AND OUR GRADUATES IN DIVERSE AND EFFECTIVE WAYS

OBJECTIVES

A. Create engagement and instill pride through compelling stories about graduates and the Academy across all platforms
B. Increase information engagement of younger graduates
C. Tell stories about USAFA's rich history and heritage

3 GOAL

MAINTAIN READINESS FOR SUCCESSFULLY NAVIGATING CRISES AND ADVERSE DEVELOPMENTS

OBJECTIVES

A. Establish and maintain crisis communications plan
B. Create proper succession planning for key leadership roles

ORGANIZATIONAL EXCELLENCE

1 GOAL

RECRUIT, DEVELOP AND RETAIN TOP-LEVEL TALENT

OBJECTIVES

A. Support competitive pay and benefits
B. Provide ongoing training and professional development for staff and supervisors
C. Provide meaningful recognition programs

2 GOAL

FOSTER A CULTURE OF INCLUSION AND RESPECT AND AN ENVIRONMENT THAT NURTURES INNOVATION

OBJECTIVES

A. Diversify staff and boards
B. Actively seek feedback through staff evaluations and periodic surveys
C. Execute Doolittle Campus Master Plan

3 GOAL

EXHIBIT OUR CORE VALUES IN EVERYTHING WE DO – INTEGRITY, SERVICE, EXCELLENCE

OBJECTIVES

A. Comprehensive onboarding for new employees, including introduction to senior leadership
B. Encourage and reward demonstration of core values
C. Incorporate core values as part of the annual evaluation process

Engagement

- Engagement/comm now across seven decades of grads
- Next Gen Council is up and running - need to invest in career service
- Next of Kin program growing in scope and value – GBNF
- Graduate survey in late 2025

Philanthropy

- Campaign complete at $330 million – celebrating and finishing
- Fundraising for endowed operating/ AOG service funds

Stewardship

- Quarterly grant-making cycle/working with Supt on all projects
- Final construction – MCIC, Northgate
- Earned revenue lagging, controlling operating costs to match

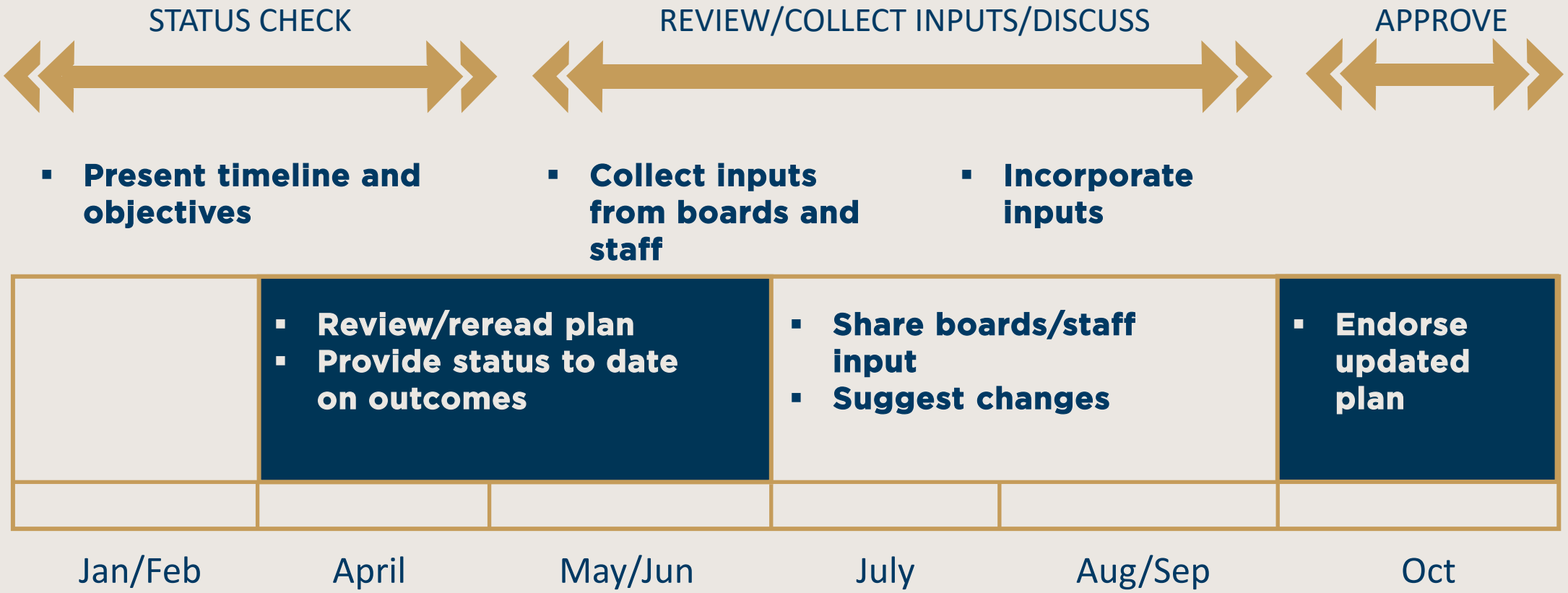
Communications

- Branding launched this month, website by mid-June
- Customer service forward…return ALL communications

Organizational Excellence

- Staff talented, stable, especially senior team
- Moving to Wecker Hall/Yost Plaza

MID PLAN REVIEW - TIMELINE



Quarterly Financial Update

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Statement of Financial Position- As of December 31 (preliminary)

	2024	2023
Assets		
Cash	$2,149,327	$167,971
Investments	52,601,488	57,892,986
Beneficial Interest in Trust	59,432,427	57,301,623
Other Assets	4,289,513	4,218,907
Total Assets	$118,472,755	$119,581,485
Liabilities & Net Assets		
Total Liabilities	$5,306,536	$3,993,723
Net Assets Without Donor Restriction	39,896,810	37,974,295
Net Assets With Donor Restriction	73,269,409	77,613,467
Total Net Assets	113,166,219	115,587,762
Total Liabilities and Net Assets	$118,472,755	$119,581,485

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Statement of Activities as of December 31, 2024 (preliminary)

	2024 Actual	2024 Budget	Variance	2023 Actual
Operating Revenue	$3,876,012	$4,538,498	(662,486)	$4,758,404
Salary & Benefits	3,163,018	3,364,942	(201,924)	3,533,259
Other Expenses	3,191,531	3,037,234	154,297	3,950,884
Total Operating Expenses	6,354,549	6,402,176	(47,627)	7,484,144
Operating Income (Loss)	(2,478,537)	(1,863,678)	(614,859)	(2,725,740)
Investment Income (Loss)	3,333,266	1,908,286	1,424,980	6,663,207
Net Gain/(Loss)	$854,729	$44,608	$810,121	$3,937,467

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Statement of Financial Position as of March 31, 2025

Assets		2025	2024	$ Variance
Cash and Cash Equivalents		$ 297,493	$ 287,782	$ 9,711
Merchandise Inventory		433,655	369,573	64,082
Pledges and Accounts Receivable		86,500	139,212	(52,712)
Prepaid Expenses and Other		219,819	243,621	(23,802)
Total Current Assets		**1,037,467**	**1,040,188**	**(2,721)**
Investments		53,294,378	61,218,661	(7,924,284)
Beneficial Interest in Trust		59,475,214	59,815,516	(340,302)
Fixed Assets	14,503,060			-
Less: Accumulated Depreciation & Amortization	(11,612,258)	2,890,802	3,295,294	(404,492)
AFAF/AOG Intercompany		3,093	2,307	786
Total Assets		***$ 116,700,953***	***$ 125,371,966***	***$ (8,671,013)***
Liabilities				
Accounts and Other Payables		$ 333,994	$ 76,171	$ 257,823
Agency Deposits		1,542,515	1,537,300	5,215
Deferred Income and Unearned Life Memberships		2,443,141	2,048,354	394,787
Intercompany Payable (Receviable)		589,651	100,888	488,762
Other Liabilities		271,080	225,296	45,783
Total Liabilities		**$ 5,180,380**	**$ 3,988,010**	**$ 1,192,371**
Net Assets				
Unrestricted – AOG Operating Reserve		$ 1,338,455	$ 1,338,455	$ -
Unrestricted-designated – for Short-term Purposes		290,520	290,520	-
Unrestricted-designated – for Endowments		5,223,272	5,220,963	2,309
Invested in Property and Equipment		2,890,802	3,295,294	(404,492)
Unrestricted-undesignated		29,579,765	30,220,844	(641,080)
Total Without Donor Restrictions		***39,322,814***	***40,366,076***	***(1,043,262)***
With Donor Restrictions		72,197,759	81,017,881	(8,820,122)
Total Net Assets		***111,520,573***	***121,383,957***	***(9,863,384)***
Total Liabilities and Net Assets		***$ 116,700,953***	***$ 125,371,966***	***$ (8,671,013)***

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Statement of Activities as of March 31, 2025

	YTD Actual	YTD Budget	Variance	PY YTD
Revenues				
Donations and Contributions	$ 762	$ -	$ 762	$ 164,020
In-Kind Contributions	6,600	-	6,600	-
Membership Dues	214,128	201,795	12,334	202,922
Merchandising	69,541	70,500	(959)	86,925
Member Services	-	5,300	(5,300)	5,360
Advertising and Sponsorships	87,942	149,500	(61,558)	329,356
Reunion Services	-	-	-	-
Administration Fees	-	-	-	-
Conferences	-	40,000	(40,000)	-
Royalties	34,698	27,100	7,598	102,571
Football Tickets and Tailgates	-	-	-	-
Activities and Social Events	12,086	9,310	2,776	11,153
Miscellaneous Income	695	575	120	1,307
Transfers from/(to) Restricted Funds	-	18,456	(18,456)	9,876
Total Revenues	**$ 426,453**	**$ 522,536**	**$ (96,083)**	**$ 913,491**
Operating Expenses				
Salaries and Wages	$ 571,557	$ 697,864	$ (126,307)	$ 517,356
Payroll Taxes	54,397	59,318	(4,922)	43,784
Benefits	107,443	102,522	4,921	90,852
Board Governance Costs	17,100	23,000	(5,900)	-
Professional Services	47,279	78,925	(31,646)	65,834
Professional Printing	47,916	52,522	(4,606)	54,253
Postage and Shipping	30,800	29,167	1,633	28,087
Merchandise Cost of Sales	32,881	30,315	2,566	57,873
Insurance and Bonding	26,994	22,230	4,764	18,064
Employee Travel and Meals	7,425	37,853	(30,428)	18,579
Social Events and Meetings	43,961	16,812	27,149	8,884
Office Supplies	6,847	10,715	(3,868)	10,979
Advertising and Corporate Promotion	7,124	3,295	3,829	1,005
In-Kind Expenses	6,600	-	6,600	-
Office Expenses	141,446	105,147	36,299	114,291
Employee Training and Education	213	5,695	(5,483)	656
Facilities Expenses	76,241	112,229	(35,988)	91,457
Depreciation and Amortization	146,178	127,500	18,678	151,399
Total Operating Expenses	**$ 1,372,399**	**$ 1,515,109**	**$ (142,710)**	**$ 1,273,354**
OPERATING SURPLUS/(DEFICIT)	**(945,947)**	**(992,573)**	**46,626**	**(359,863)**
Investment Income				
Investment Interest & Dividends	254,525	211,200	43,325	302,944
Realized/Unrealized Gains/(Losses)	(58,280)	429,000	(487,280)	2,255,681
Total Investment Income	196,245	640,200	(443,955)	2,558,625
Other Income and Deductions				
Grant/Service Agreement from AFAF	87,500	87,500	-	104,825
Allocated Expenses to Foundation	87,265	82,119	5,146	83,188
Total Other Income and Deductions	174,765	169,619	5,146	188,013
NET SURPLUS/(DEFICIT)	**$ (574,937)**	**$ (182,754)**	**$ (392,183)**	**$ 2,386,775**

AUDIT & 990 Timeline

- Audit Committee Review- May 6
- Board Email Vote- May 8- 12
- Finalize- May 13-14

U.S. Air Force Academy Association & Foundation Brand Launch Timeline

ASSOCIATION & FOUNDATION
U.S. AIR FORCE ACADEMY

MASTER BRAND



LEGAL ENTITY BRANDING





ORGANIZATIONAL SUB-BRANDS



Brand Architecture

The architecture follows a "branded house" mentality with all sub-brands stemming directly from the master brand. This allows the brand to maintain cohesion while expanding into new areas.

The legal entities of the "Air Force Academy Foundation" and "Association of Graduates" are to be utilized in legal contexts and should not be outwardly facing in a large capacity.

All of the organizational sub-brands will follow a step-by-step process of creation to maintain the integrity of the architecture.

Brand Process and Timeline

PHASE 1
Discovery
(Jan. / Feb. 2024)

- ✓ Exploration
- ✓ Site visit
- ✓ Immersion
- ✓ **"What we heard"**

Status: COMPLETED

PHASE 2
Development
Feb. – Nov. 2024

- ✓ Positioning
- ✓ Story
- ✓ Naming
- ✓ Employee focus groups
- ✓ Market testing
- ✓ Visual identity
- ✓ Brand guidelines

Status: COMPLETED

PHASE 3
Implementation/Launch
(Dec. 2024 – June 2025)

Status: UNDERWAY

Brand Launch Timeline

Staff launch

December 2024

COMPLETED

Letterhead and stationery launch

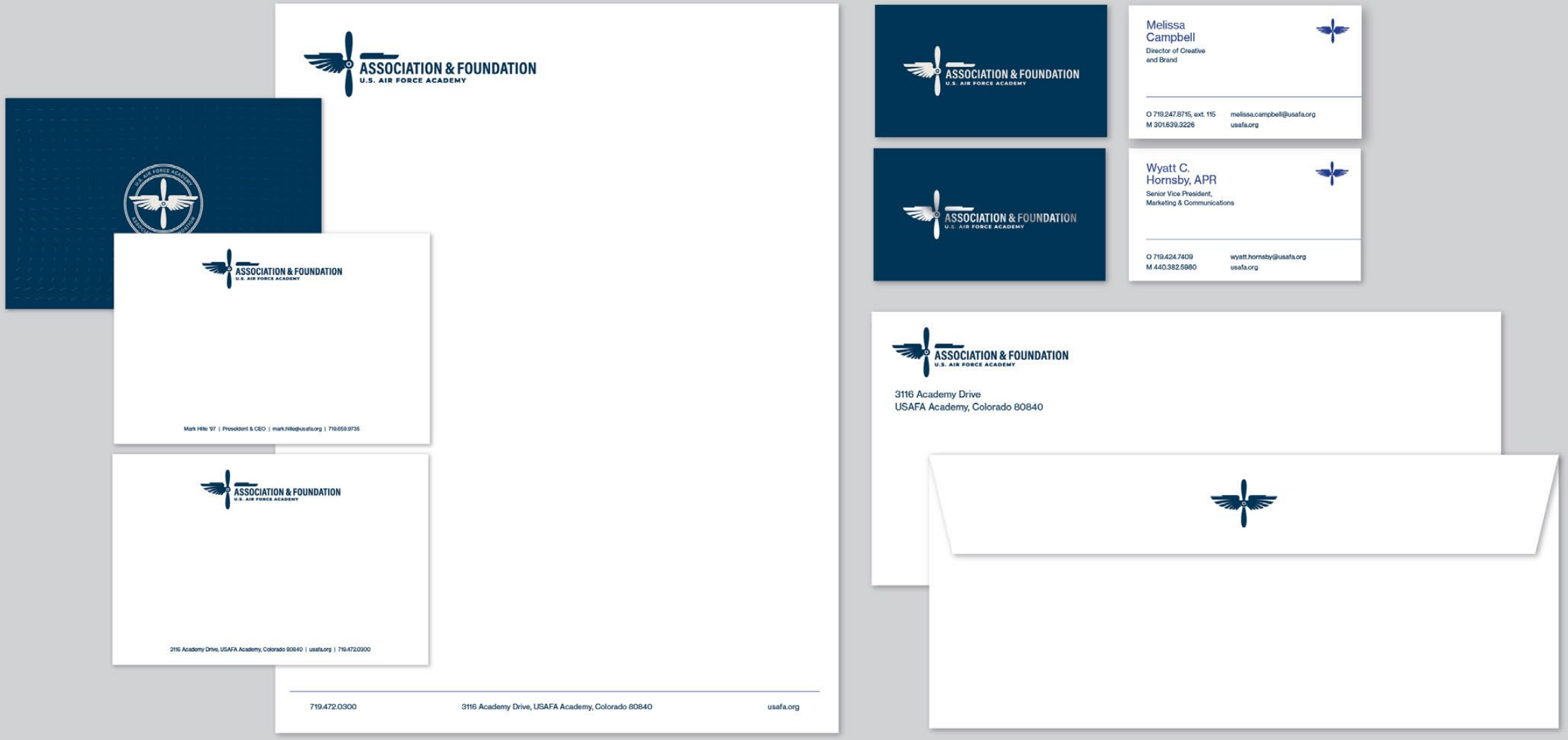
Beginning April 15, 2025

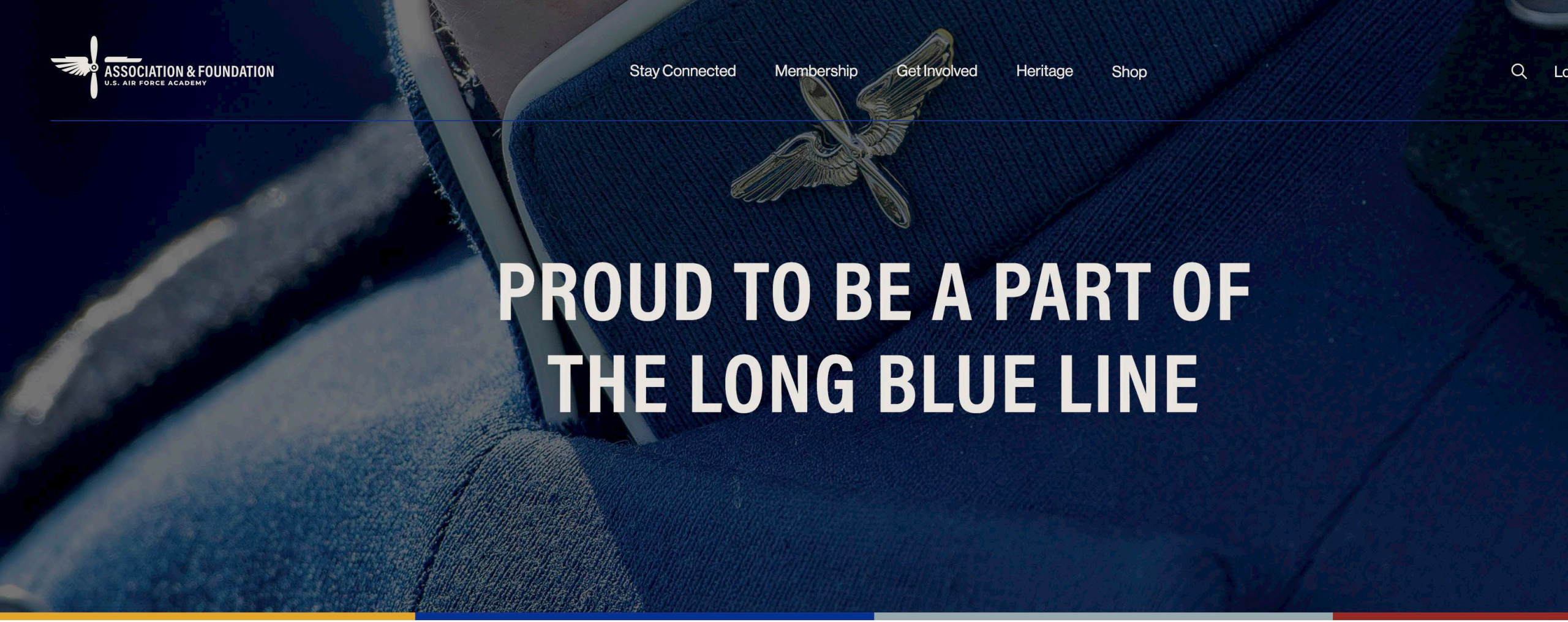
UNDERWAY

Digital launch

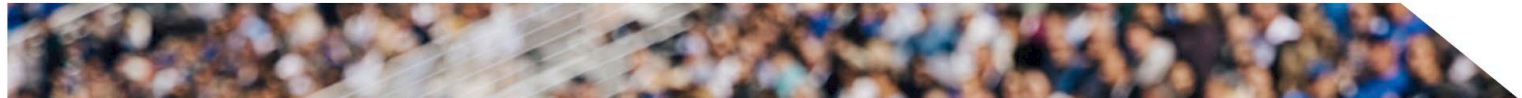
June 18, 2025

COMING SOON


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The Association & Foundation
Integrity – Service – Excellence

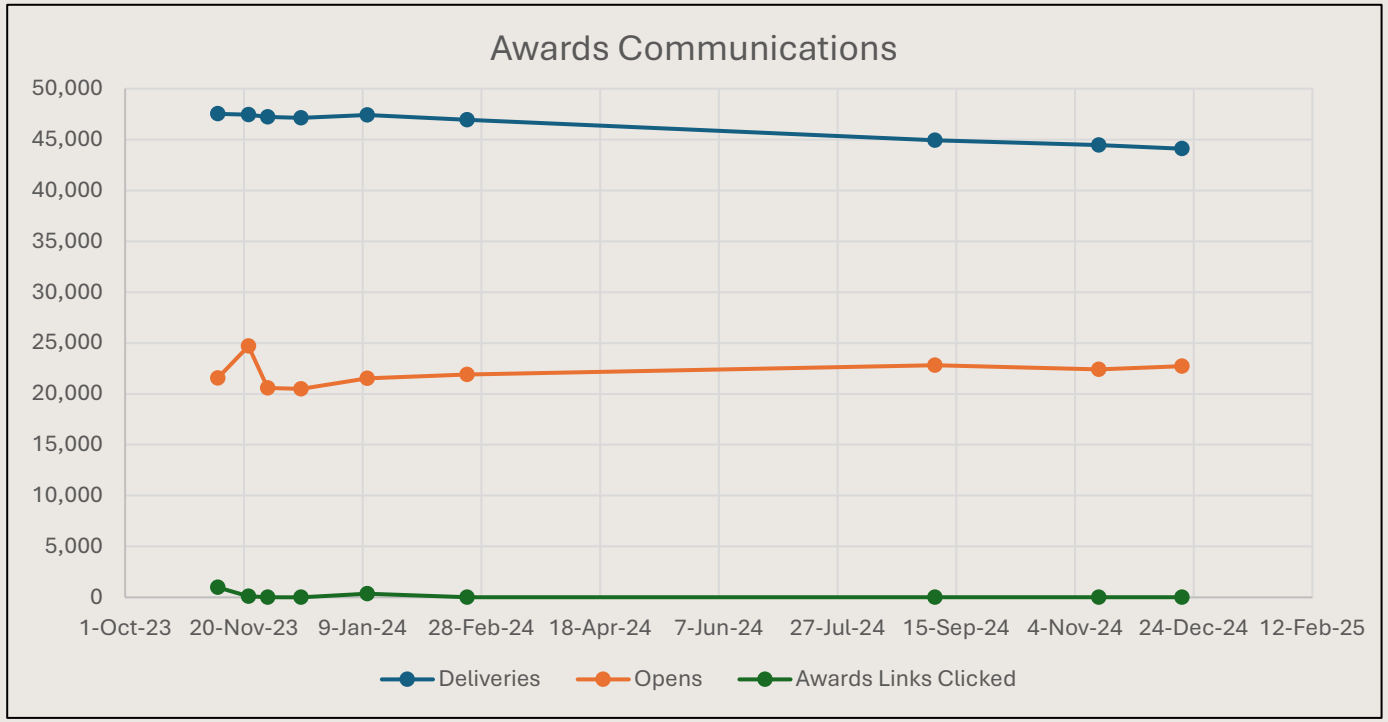


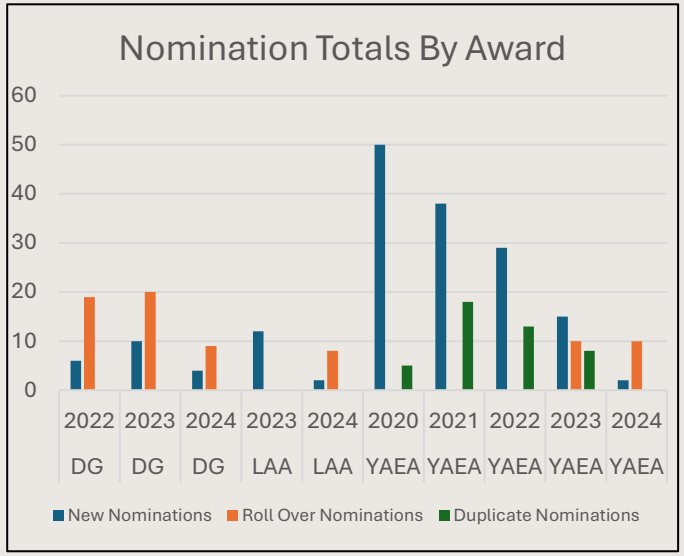
Awards Process & Affinity Groups

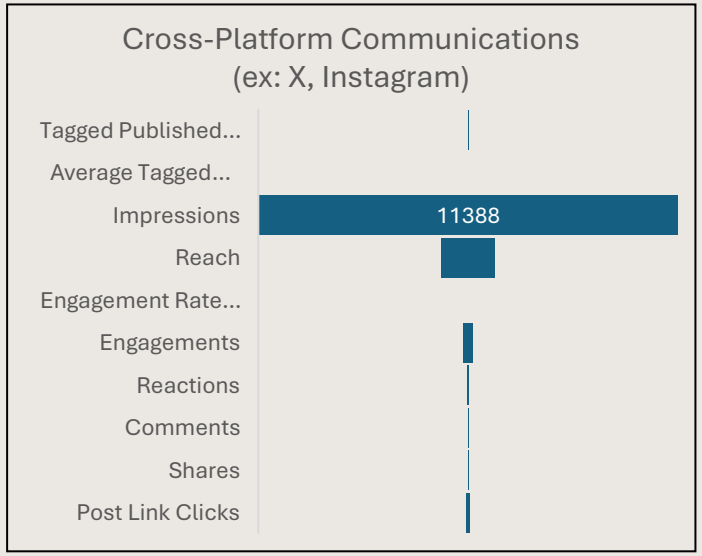
ASSOCIATION & FOUNDATION
U.S. AIR FORCE ACADEMY

Awards Process

- Three awards: Distinguished Graduate, Leadership Achievement, & Young Alumni Excellence
  - DG: ~40+ years
  - LAA: 16-39 years
  - YAEA: <15 years
- Each award seeks graduates that positively represent USAFA through outstanding performance, character, & integrity
- Nominations received 1 Sep – 31 Dec and can carry over year-to-year; scoring due end of Jan with final selection and approval by the Board in Feb
- Committee formed for each award to review candidates and score using standardized rubric; composition varies by award type
- Challenge: nomination totals are less than .001% of total communications (ex: <40 noms for 40K+ emails)
- Recommendation: Create a more regular communication battle rhythm (min of quarterly) and across various communication methods, broken out by award type (not all three lumped together)







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Alumni Affinity Groups

- Three general categories:
  - Identity-based
  - Interest/career-based
  - Cadet experience-based
- 16 affinity groups; 6 in good standing
  - Cadet clubs, including those with corresponding alumni affinity groups, are under evaluation by USAFA pursuant to the 20 Jan Executive Order
- 4 have 501(c)(3) status*
- Recommendation: Establish a board working group to engage with and ask questions to current Alumni Affinity Groups

Affinity Group	Status	Good Standing?
Gymnastics	Active	Yes
Way of Life*	Active	Yes
Rugby*	Active	Yes
History	Active	Yes
USAFA Women	Active	Yes
Drum and Bugle	Active	Yes
Academy Women*	Active	No
Bolt Brotherhood*	Active	No
ZASA	Active	No
AF Letterwinners Club	Unknown	No
Hispanic Heritage	Unknown	No
Real Estate	Unknown	No
EPU	Unknown	No
Blue Alliance	Unaffiliated	No
Silver Falcons	Inactive	No
Space	Inactive	No

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Dr. John D. Cinnamon
CAS President

Class Advisory Senate

- **History**
  - *Formed in 2007*
    - To facilitate two-way communication between Grads and AOG
    - To facilitate two-way communication between USAFA Leadership and Grads
  - *Senators have been selected in a number of ways – not prescribed*
  - *Rich tradition of providing inputs and serving the Grad Community*
- **Structure & Meeting Schedule**
  - *Elected President, Vice President, & Secretary*
  - *Executive Committee to determine meeting priorities*
  - *Quarterly Meetings – prior to AOG Board Meetings if possible*
- **Opportunities & Challenges**
  - *Based solely on volunteerism – a number of highly motivated Senators and others*
  - *The most motivated voices are heard – wide spectrum of perspectives*
  - *Younger Grad engagement is an issue*
- **Open Questions about Role**
  - *Who does the AOG represent? Who doesn't feel welcome or heard?*
  - *What are our common values?*
- ***Focus: Alumni Community, Support Cadets/USAFA Mission, Preserve our Common Heritage***

Class Advisory Senate

Focus: Alumni Community, Support Cadets/USAFA Mission, Preserve our Common Heritage

- **Informal Survey of Senators (via their classes) – April 2025**
  - *Asked for top concerns/issues for the Board*
  - *Varied levels of responses – some used survey tools, others used email or phone calls*
- **Top Concerns**
  - ***Reunions***
    - *More Weekends, Armed Forces Reunions non-responsive, non-effective*
    - *Classes shoulder financial risk*
    - *Base access*
  - *Academic Accreditation and related issues (Majors, Curriculum, etc.)*
  - *Honor Code – degradation of the code / enforcement*
  - *Safety of Cadets (Sexual Assault / Harassment)*
  - *Meritocracy/DEI – opposing viewpoints*
  - *How to have input into Academy policies*
  - *How to have impact on Cadets / Institution*
- **Opportunities & Challenges**
  - *The most motivated voices are heard – wide spectrum of perspectives (Younger Grad engagement?)*
- **Open Questions about Role**
  - *Who does the AOG represent? Who doesn't feel welcome or heard? What are our common values?*

Committee Updates

Governance Committee

Governance Policies Category 3

- Remove/Replace “AOG Operational Plan” instances with “Joint Strategic Plan”

Governance Policies Category 4

4.1.d

The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives about Ends to be achieved and means to be avoided. The Board's major policy focus will be on the intended long-term impacts outside the organization, not on the administrative or programmatic means of attaining those effects.

The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, participation, preparation for meetings, policymaking principles, ~~and~~ respect of roles, and ensuring the continuance of governance capability. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.

Governance Policies Category 4 cont.

- **4.2.a**
  All policies of the Board are contained in this document, the Financial Management and Investment Policy (FMIP), Directors' Guide, or the AOG/AFA Foundation Cooperative Operating Agreement (COA), and they remain in effect, unless amended or deleted by Board action.

- **4.2.b**
  Ends policies are results-based. Thus, their revision as well as the development of new Ends policies will be a continuing, periodically-assessed priority of the Board.

Governance Policies Category 4 cont.

- **4.3.a.1**

  Needs Assessment: The Board, working with the AOG staff, will ~~strive to~~ identify the needs of the membership as they relate to the AOG's activities and scope of influence and shall translate such knowledge into the articulation of Ends policies.

- **4.3.c**

  The Board will assure effective CEO performance (achievement of Ends and compliance with Executive Limitations) in the accomplishment of the Joint Strategic Plan.

- ~~4.3.e~~

  ~~The Board will have final approval of changes to the life membership dues.~~

Governance Policies Category 4 cont.

- **4.4** ~~The Board's Strategic Plan described in this section lays out how the Board will perform its role in governing the AOG.~~ The Board Strategic Plan is executed over a two-year cycle. The Board documents its governance process in the Bylaws, Governance Policies, FMIP, Directors' Guide, ~~Resource Document~~, and the AOG/AFA Foundation ~~Cooperative Operating Agreement (~~COA~~)~~. The ~~AOG~~ Board has four core products: 1) linkage to the membership, 2) explicit governance policies, 3) assurance of AOG performance, and 4) AOG/AFA Foundation COA. ~~The outcome of the Board Strategic Plan is new or changed policies, where needed, for each of its four core products:~~

- **4.4.b.1** Bylaws will be reviewed biennially by ~~a task force appointed by~~ the Governance Committee. Any recommendations will be presented to the Board for their approval.~~hair. The Task Force will conduct its review and report its recommendations to the Board.~~

Governance Policies Category 4 cont.

- **4.4.b.4**
  The Board~~’s two-year Strategic Plan is developed at the end of each two-year Board cycle. Motions for changes to the Strategic Plan will be presented at the last meeting before the new Board sits. The Strategic Plan is then reviewed and updated as necessary midway through the two-year cycle.,~~ in partnership with the AFA Foundation Board, will endorse the Joint Strategic Plan that will guide the staff. The plan will be reviewed at predetermined intervals to update and make necessary adjustments.

- **4.4.b.5**
  The Board will follow ~~review and update~~ the Board Meeting Calendar ~~at~~to guide content development of each meeting and ~~-~~to plan for the subsequent meeting.

Governance Policies Category 4 cont.

- **4.4.c.1**
  Board performance will be assessed at least biennially through a Board assessment survey. The Board may choose to seek outside review when deemed useful. At a minimum, the Board Chair will designate a director(s) to oversee the review and discussion of the survey results in order to practically implement survey insights. At each biennial survey, a different director should be appointed to lead the next review. ~~during the Strategic Plan Mid-Cycle Review and will include but not be limited to:~~

- **4.4.c.2**, **4** and **5** Deleted

- **4.4.c.3**
  - CEO performance will be assessed jointly by the AOG Board and the AFA Foundation Board annually in December. ~~through the Joint CEO Evaluation and Compensation Committee (JCECC) against written policy annually.~~ CEO performance will be measured against the Joint Strategic Plan.

Governance Policies Category 4 cont.

- **4.4.d.2**
  ~~The Chair will nominate, for Board approval, a task force to re-negotiate the COA with the AFA Foundation with time to present the COA for approval prior to current MOU expiration. Negotiations will be done by the task force members approved by the Board and will be directed at achieving the Board's objectives.~~ The COA renews automatically unless either Board determines it is necessary to terminate the agreement and provides 60 day prior written notice.

- **4.4.d.3**
  ~~The Chair will nominate, for Board approval, a Joint Coordinating Committee (JCC) to represent the Board on matters directed by the COA. Negotiations will be done by the task force members approved by the Board and will be directed at achieving the Board's objectives.~~ The Joint Executive Committee, consisting of the officers from each Board, will mediate disputes, conflicts of interest, or other issues between the AOG and AFA Foundation, including recommending solutions to the CEO or Board chairs.

Governance Policies Category 4 cont.

- **4.4.e.1** The two-year cycle begins at the start of the new Board year (April~~May~~ meeting in odd- numbered years). Immediately after an election, nominees for the Chair are solicited through email among the existing and incoming Directors. Information is then sent out to all April~~May~~ meeting members describing the candidates. The first order of business at the April ~~May~~ meeting following an election is to elect the Chair. The nominee(s) for Chair should coordinate a meeting agenda for the first meeting if there are more than one.

- **4.4.e.2** The Chair is responsible for developing Board~~OD~~ meeting agendas for Board approval and ensuring that there are responsible parties assigned for upcoming tasks.

- **4.4.e.3** The Board will review its meeting schedule at least annually ~~at each meeting.~~ The Board schedule is policy but may be changed by Board approval without the requirements of the motion- to-vote process.

Governance Policies Category 4 cont.

- **4.4.e.5**
  The meeting agenda and packet are to be distributed to the Board as soon as possible, aiming for two weeks~~at least seven days~~ prior to the scheduled Board meeting.

- **4.4.e.5.b.i**
  ~~i. A request from any director will remove an item from the consent agenda and that item will be added, for discussion, to the regular agenda.~~
  (duplicate of previous sentence)

- **4.5.a**
  The job ~~result~~ of the Chair is to ensure that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.

Governance Policies Category 4 cont.

- **4.7.f**
  Contributions – Each Board member is encouraged to make an annual financial contribution to the AOG (such as the Long Blue Line Fund) of at least $1,000. Additionally, Directors have the option to make in kind donations in lieu of requesting travel reimbursement.

- **4.8.c**

  Board committees cannot exercise authority over staff. Coordination through ~~Because~~ the CEO and Chair is required. ~~works for the full Board, executive action is not constrained by committees (partial representations of the Board). the Board will not impede the delegation of authority to the CEO by requiring any approval of executive action by a Board committee.~~

Governance Policies Category 4 cont.

- **4.8.e**

Committees will be used sparingly and, except as specified in the Bylaws, other short-term tasks should be accomplished by virtual meeting~~teleconference.~~ Each Board committee shall be assigned specific goals to be accomplished, within the limits of its authority.

- **4.8.h**

Periodically, the Board may establish task forces ~~or councils~~ that will serve for a limited time to accomplish a limited task. ~~A council may be established to provide advice and recommendations on issues of special concern.~~ Unless otherwise stated, a task force ceases to exist as soon as its task is complete. In some cases, the task force may be transferred to different directors who will pursue subsequent evolutions of the original task.

Governance Policies Category 4 cont.

- **4.8.i**
  The Board Chair shall nominate the Chair and Director members of the committees for approval by the Board. The Committee Chair shall nominate additional members for the committee for approval by the Board. The Chair and CEO shall be considered members of all committees and task forces but shall not count against AOG Director or member requirements or have voting privileges unless approved by the Board. ~~approves their committee membership.~~
- **4.8.j** deleted
  ~~The Global Ends Statement, "The AOG of USAFA exists for the benefit of the USAFA and its graduates to the extent of its resources", applies to all committees.~~

Governance Policies Category 4 cont.

- **4.9.a.2.a**
  Oversee and evaluate AOG governance as well as the functioning of the Board and the Class Advisory Senate.

- **Add 4.9.2.b, c and d and delete 4.9.2.i, ii, iii, iv and 4.9.b**

  b Address ethics issues and adjudicate conflicts of interest.

  c Biennially conduct a review of the AOG Bylaws and ensure that AOG practices are consistent with the Bylaws.
  d Coordinate periodic board performance evaluations.

Governance Policies Category 4 cont.

- **4.9.c.1.b** The members shall be AOG graduate members: at least two ~~additional~~ Directors and five non-Directors.
- **4.9.c.1.c** A member who is a candidate for the AOG Board ~~Director~~ may not serve on the Committee.
- **4.9.c.2 iii and iv** deleted
- **4.9.c.2.v** Ensure~~s~~ that the election process and execution are IAW ~~iaw~~ the Bylaws and Board policy to include administrative support conducted by the AOG staff.
- **4.9.c.2.vi** The Nominating Committee will maintain its own written procedures. At the April meeting in even years, ~~start of every Director election cycle~~ the committee will brief these procedures to the Board for its consideration.

Governance Policies Category 4 cont.

- **4.9.d.1.a**
  The Committee Chairperson~~, the AOG Board Treasurer,~~ shall be a Director who is~~is~~ appointed by the ~~AOG~~ Chair~~man~~ of the Board with approval by the Board of Directors.

- **4.9.d.1.b**
  The members shall be AOG members, including at least one additional Board Director, who are experienced in financial or business management matters. ~~If the Treasurer is not a Director, there will be at least two Board Directors on the Committee~~.

- **4.9.f** and **4.10** deleted (now staff functions)

Governance Policies Category 4 cont.

- **4.11.c**

  Outreach mechanisms will be used as needed to ensure the Board's ability to listen to member viewpoints and values. The Class Advisory Senate (CAS) will be a major contributor to this ongoing effort and is encouraged by the Board as a channel through which to communicate AOG member inquiries, concerns, desired projects, etc.

Motion to Approve Changes to Governance Policies

MOTION:

The Governance Committee moves that the Board approve the changes to Categories 3 and 4 of the Governance Policies as presented.

To: Mark Hille, CEO, AFA AOG and Foundation; AFA AOG BOD Members Brian Bishop, Cathy Almand, Ginny Caine Tonneson, Glenn Strebe, Joseph Bledsoe, William “Trapper” Carpenter, John Cinnamon, Nathan Dial, Garry Dudley, Christian Evans, Hank Hoffman, Lee Krauth, Bob Lowe, Hans Mueh, Emma Przybyslawski, Jennifer Walters

From: Newly Elected AFA AOG BOD members Rod Bishop, Dan Bohlin, Alexander Fogassy, Denny Merideth, Christopher Walker

March 12, 2025

Ladies and Gentlemen,

A notice was posted on March 11, 2025, for an AOG Board of Directors (BOD) Special Meeting on March 19, 2025. According to the posted agenda the purpose of the meeting is to “Conduct a Board election to select candidates to fill Board of Director appointed positions.”

The purpose of this letter is to object to that meeting and its purpose. Our bottom line objections are that this meeting should not be conducted without having provided the proper notice required by the AOG bylaw Article 5, Section 7c; since that required notice was not provided, the meeting must be cancelled; no member of the BOD should be appointed instead of elected; and any appointment by a BOD should be by the **new** BOD recently elected by AOG members, not by the current BOD consisting of some members who were not re-elected.

A review of prior meeting minutes and previous versions of the Bylaws has been instructive but also frustrating. Of note is the improvement in meeting minutes and capturing actions over the last few years. However, it is difficult to establish an awareness of the evolution of policies and a continuity of purpose, or absence thereof, as there are unfortunate gaps of details, including purpose and intent.

The following points make the case for the BOD not to fill the appointed positions at the March 19th meeting:

- **Appointed Positions Optional**: The Bylaws state that the BOD “will consist of not more than 16 Directors” and “no more than four appointed directors.” A smaller board of 9 to 14 directors can be more effective, continue to get the mission done, and operate as a cohesive team. A review of the size of the board and subject matter expert advice should be sought to determine if a reduction in size of the board is warranted.

- **Timing of Appointments:** Appointed directors “can be done at anytime.” If, upon further analysis, appointed directors are necessary then appointments can be made at that time with due regard to purpose and mission.

- **Intent of Appointed Positions:** There is not an easily found logical trail to the initial intent of appointed positions leading to the current use of appointed positions.
    - Snippets of comments in meeting minutes and actions appear to point to the intent of appointed positions to be founded in the idea of providing expertise to the board that may be absent from the elected directors and the board staff.
    - Use of appointed positions to over-ride the election results and instead insert an additional candidate onto the BOD who AOG members voted not to re-elect is contrary to and may be viewed by AOG members as contemptuous of the will of the voters who voted the losing candidates out of office.
    - A review of recent documents does not identify the skills missing from the make-up of the current board or from AOG staff. In the absence of a determined and necessary purpose for an individual appointee, no appointment should be made.

With all due respect to the current BOD and the admirable performance of the AOG staff, we request that the current BOD not meet unless and until it has published a "minimum of ten days notice" as required by AOG Bylaw Article 5, Section 7c, and that the current BOD not appoint any member of the BOD.

Further, we request that any decision to add to the BOD by appointment be made by the newly elected BOD expressing the most recent will of the AOG members, not by the outgoing BOD AOG members voted to be replaced. If the outgoing BOD appoints any member to the new BOD, large numbers of AOG members may perceive that as an attempt by the outgoing BOD to "shape" the members of the new BOD contrary to the will of the AOG members who voted in the recent election. That especially is true if the outgoing BOD appoints on the new BOD a member of the outgoing BOD who failed to be re-elected to the BOD in the recent election.

Very best regards,

Rod Bishop
Dan Bohlin
Alexander Fogassy
Denny Merideth
Christopher Walker

AOG BOD Members Elect

To: Brian Bishop, Chairman of the Board, USAF Academy Association of Graduates (AOG)

From: Newly Elected AFA AOG BOD members Rod Bishop, Dan Bohlin, Alexander Fogasy, Denny Merideth, Christopher Walker

March 18, 2025

Mr. Chairman,

Thank you for your response to our letter dated March 12, 2025. Your letter fails to address some of the concerns expressed in our letter, and does not answer satisfactorily some of our concerns that you do address.

Bylaw Article V, Section 7c states in part "[a]ll special meetings will be called with a minimum of ten workdays notice, if possible." That clearly means that at least ten workdays public notice must be provided before a special meeting, if possible, not just notice to the other BOD members. Please identify any notice to the public that was provided regarding this special meeting. If no public notice was provided, then the special meeting should be rescheduled until proper public notice is provided.

Article V, Section 4d states that the Board of Directors will "[o]perate in an open fashion and guide the AOG toward achieving its mission." Section 8 of Article V states that "[a]ll Board meeting shall be open to all members who are able to attend in person." The notice of February 18th was not done in a manner that was available to all AOG members and as such did not meet the full intent of Article V, Section 7c.

Perhaps the Board perceives or assumes that since the single item on the agenda concerns appointed positions, the meeting must be in executive session. However, nothing requires that the March 19th meeting be held in Executive Session, and the new Board electees ask that it not be held in Executive Session. Indeed, Article V, Section 8 states only that "[b]oard meetings, or specific sessions of such meetings, may be held in executive session" (emphasis added) and that an Executive Session of the Board "may include other invited attendees. . . ." We ask that this special meeting not be held in Executive Session secrecy but, instead, be held in the open so all AOG members, including those who plan to attend, can see what the Board discusses and does. If the Board insists on holding this special meeting in Executive Session, we ask that us newly elected Board members be invited to attend as observers, as provide by Article V, Section 8.

Moreover, Board meetings are not called to order in executive session and should be in open session both at the beginning and end of the meeting. Again, contrary to some who might misinterpret Article V, Section 8c, there is no need for this Special Meeting to be conducted in Executive Session, but if you insist in this Special Meeting being held in Executive Session, we ask that you allow us who recently were elected to attend the Executive Session to enable us to receive your training and a better understanding of why you are doing this.

In the absence of a very specific bylaw dictating otherwise, good judgment must be used in the decision to have the Special Meeting and whether or not to actually make any appointments to the BOD. Since transparency is an element of concern with the AOG membership, every effort should be taken to be as open and transparent as possible. Discussing whether to appoint and whom to appoint to the BOD, with the possible effect of determining what will be a voting majority on the future BOD, is not something that must or should be done in Executive Session out of the view of the AOG membership.

Since no appointments are required and there remains questions about what are the purpose and the effect of any appointments, there should not be any rush to make any appointment at this time; discussion about any appointment should be in public session for AOG members to view; and any appointment should be made by the new elected BOD expressing the most current will of the AOG membership.

Very best,

Denny Merideth **Alexander Fogassy** **Dan Bohlin**

Rod Bishop **Christopher Walker**

CC: Mark Hille, CEO, AFA AOG and Foundation; AFA AOG BOD Members Brian Bishop, Cathy Almand, Ginny Caine Tonneson, Glenn Strebe, Joseph Bledsoe, William "Trapper" Carpenter, John Cinnamon, Nathan Dial, Garry Dudley, Christian Evans, Hank Hoffman, Lee Krauth, Bob Lowe, Hans Mueh, Emma Przybyslawski, Jennifer Walters

April 3, 2025

TO: Mark Hille, CEO, AFA AOG and Foundation

AFA AOG BOD Members Brian Bishop, Cathy Almand, Ginny Caine Tonneson, Glenn Strebe, Joseph Bledsoe, William "Trapper" Carpenter, John Cinnamon, Nathan Dial, Garry Dudley, Christian Evans, Hank Hoffman, Lee Krauth, Bob Lowe, Hans Mueh, Emma Przybyslawski, Jennifer Walters

FROM: Newly Elected AFA AOG BOD members Rod Bishop, Christopher Walker, Dan Bohlin, Alexander Fogassy, Denny Merideth

Ladies and Gentlemen,

As newly elected Directors to the Air Force Academy Association of Graduates (AOG) Board of Directors (BOD) we express our appreciation for your service on the current BOD and we look forward to working with all Directors forming the new BOD on April 25th. We are enthusiastic about the potential to advance transparency, increase opportunities for graduate voices to be heard, and expand relationships with nodes of influence. All of these will do much to support graduates, cadets, the Air Force Academy, and both the Air Force and Space Force. We know that all of you and us as Directors have the best interests of the AOG and the Academy deep in our hearts as we work together.

Unfortunately, governance documents have not kept pace with the needs of the AOG and the accepted practices of conducting Board business, though well intentioned, have not promoted transparency. An important goal that we, newly elected members, want to deal with on the new Board is to take action that properly aligns governance documents with best practices and make every reasonable effort for transparency.

Although we look forward to what is possible together on the new Board, we must highlight the actions taken regarding the recent Special Meeting and to clearly state our objections to your appointment on March 19, 2025, of two individuals as **voting** members of the BOD; and to ask that the current BOD either revoke its two appointments or, if it chooses not to do so, it make the two appointees *ex officio* members having no authority to vote; or, if the BOD will not revoke the appointments or the two members' right to vote, we ask the two appointees to voluntarily agree to not accept the right to vote.

We make those requests for the following reasons:

1. 2522 AOG members signed a petition to put on the February, 2025, AOG election ballot amendments to the Articles of Incorporation and the Bylaws of the AOG, to change AOG policies and the BOD members.

2. 813 signers of that petition wrote comments, viewable at Comments from Graduates, overwhelmingly expressing dissatisfaction with current policies/practices of the AOG and/or the Air Force Academy.

3. The results of the February, 2025, election were that 76.4% voted for the amendments; the five undersigned were elected to the BOD by receiving the most votes; and the 3 BOD incumbents who sought re-election were not re-elected.

4. Following the election, the first official action of the existing BOD, which remains in effect until the newly elected BOD is deemed to start on April 25, 2025, was to hold a "special" meeting, held mostly in Executive Session, on March 19, 2025. At that meeting, the incumbent BOD unilaterally redefined the makeup of the new BOD by **appointing** two individuals as **voting** members of the newly elected BOD.

5. We object to these appointments of **voting** members of the newly elected BOD, for at least the following reasons:

    A. The probable effect with these two new appointments after the February, 2025, BOD election is to shift a narrow majority **for** change without the appointments to a narrow majority **against** change with the appointments. Thus, the effect of these appointments by the incumbent BOD probably will, and certainly may, thwart/undermine the overwhelming desires by the AOG membership to change AOG policies and the direction and composition of the AOG BOD.

    B. These appointments were optional and not required.

    C. One of the appointees was appointed even though that person's attempt to be re-elected to the BOD was not successful.

    D. There was and is no clearly stated need for an appointed BOD member, and certainly no need for an appointed BOD member having the authority to vote on the BOD.

    E. Even if there were appointments to fulfill one or more specialized needs other than shifting the balance of voting power on the new BOD, those needs could be fulfilled by *ex officio* BOD members who are non-voting, or by volunteers or paid staff.

    F. Any appointment to the BOD should have been made by the newly elected BOD instead of by the incumbent BOD because the newly elected BOD reflects the views of thousands of AOG members who voted for the new BOD members and the amendments. The appointments having been made by the incumbent BOD instead of by the newly elected BOD reflects the elitist view, actually expressed by some, that the incumbent BOD knows the needs

of the AOG better than does the newly elected BOD that reflects the most recent views, needs, and desires of the AOG membership.

G. A public notice of and agenda for the March 19, 2025, meeting was not provided "with a minimum of ten business days notice, if possible" of the meeting, as required by Article V, Section 7c of the AOG Bylaws, and in accordance with Colorado Revised Statutes Sections 7-127-102 and 7-127-104.

H. Bylaws Article V, Section 8, states that "[a]ll Board meetings shall be open to all members who are able to attend in person [but] does **not** include attendance at committee meetings or special meetings." (Emphasis added.) One or more elected BOD members were prohibited from attending meetings of the Nominating Committee, resulting in the inability to observe how the Nominating Committee selected the nominees for appointment to the BOD. We strongly believe that all elected BOD members should have been, and should be, allowed to attend all BOD committee meetings.

I. Bylaws Article V, Section 7B, states that "**[s]pecial** meetings are **not** considered **open** meetings" (emphasis added). However, that requirement for secrecy contradicts Colorado state law providing when and how a "nonprofit corporation shall hold a **special** meeting **of** its **members**." CRS Section 7-127-102 (emphasis added). Similarly, see CRS Section 7-127-102(b)(2)("**members** entitled to demand a **special** meeting"), (b)(4)("**Special** meetings **of** the **members**"), (b)(5)("**special** meeting **of** the **members**")(emphasis added). A meeting that is not "open" to its members is not a meeting "of" its members. Moreover, the BOD discussed its selection of the appointees in Executive Session, meaning privately instead of in view of the AOG membership. Appointments, if any, to the BOD should be discussed by the BOD in open session.

It would be non-reflective of the will of the voters, and considered absurd, if after voters had elected a Greens Party majority to the US House of Representatives, a Libertarian controlled "lame duck" US House of Representatives were to appoint additional Libertarians to the newly elected House membership in order to "shape" and to maintain Libertarian control in the newly elected House of Representatives. Similarly, we believe that it is inappropriate for the incumbent BOD to appoint voting members to the newly elected AOG BOD. Therefore, we ask that the incumbent BOD or the appointees themselves take the actions stated above.

The five undersigned newly-elected AOG BOD members ran on a platform of "transparency" and "giving grads a voice." Appointing an additional two members to the BOD by vote of only 13 grads and doing so using a "special," "secret" Executive Session meeting in which the graduate community was effectively barred from attending, certainly is NOT "giving grads a voice" and being "transparent!"

Regardless of the current BOD good intentions, the optics of the March 19th Special Meeting is not positive and therefore warrants our stated objections. Our intention is to take up our positions on the BOD with eyes forward committed to developing a close professional working relationships with all members of the BOD. Together there is no doubt we can take many positive steps for all stakeholders.

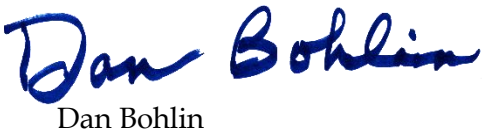
Respectfully,



Rod Bishop



Chris Walker



Dan Bohlin



Alex Fogassy



Denny Merideth

ASSOCIATION & FOUNDATION
U.S. AIR FORCE ACADEMY

JOINT STRATEGIC PLAN

Mid-course Update • 2025-2028

Vision

To be an Association and Foundation of influence and impact, supporting the Academy's enduring mission of developing leaders of character for the nation and providing a lifetime of service to the Long Blue Line.

Mission

Together, we support the Academy, serve our graduates and preserve the heritage of the institution.

ENGAGEMENT

Cultivate lifelong relationships and provide valued service to the Academy and our graduates

I. Create and foster lifelong connections between the Long Blue Line and the Academy

A. Grow membership across the entire Long Blue Line

- *Metric: Achieve 85% membership of all graduates by 2028 – **OPR Alumni Relations***
- *Metric: Achieve 25% participation in the 2027 AOG Election – **OPR Engagement***
- *Metric: Increase the breadth of Class Advisory Senate participation – **OPR Alumni Relations***

B. Revitalize and reinvest in graduate chapters and affinity programming

- *Metric: Host a chapter leadership conference and recraft chapter support program in 2026 – **OPR Alumni Relations***
- *Metric: Conduct CEO review and report to board on chapter program enhancements by early 2026– **OPR CEO/President***

C. Inform and engage cadet parents and families

- *Metric: Increase Family Plan Memberships to 2,500 families by 2028 – **OPR Alumni Relations***
- *Metric: Increase the visibility of directed support for cadet programs – **OPR Alumni Relations***
- *Metric: Create an AOG satellite location in Arnold Hall by 2028 – **OPR Alumni Relations/Development***
- *Metric: Conduct a cadet/parent/family survey in 2027 – **OPR Engagement***

D. Reconnect disengaged graduates and activate NextGen participation

- *Metric: Capitalize on the Class of 1970 Reunion Endowment, focused on expanding the impact of the 10- and 20-year reunions – **OPR Alumni Relations***
- *Metric: Begin an 18-month reunion planning schedule – **OPR Alumni Relations***
- *Metric: Bring all reunion webpages into the new website by 2027 – **OPR Communications***
- *Metric: In 2026, host at least two NextGen engagements and develop a NextGen activation plan – **OPR Engagement***

II. Serve our graduates and families at critical moments throughout their lifetime

A. Provide support during firstie transition and first assignments

- *Metric: Continue to enhance cadet engagements and the Firstie Departure program – **OPR Alumni Relations***
- *Metric: Capture 85% of contact information prior to graduation for increased communication with and improved support of new second lieutenants – **OPR Alumni Relations***

B. Offer meaningful career services and career transition support

- *Metric: Establish a career ombudsman office by 2028 – **OPR Alumni Relations***
- *Metric: Create a program to help graduates transitioning to Guard or Reserve status by 2027 – **OPR Alumni Relations***

C. Serve graduates and their families with funeral support

- *Metric: Continuing raising an endowment for Next of Kin office – $3 million by 2028 – **OPR Development***
- *Metric: Enhance the reach and distribution of Here's A Toast in 2026 and beyond, working to endow all or a portion of a print issue for every graduate by 2028 – **OPR Communications/Development***

III. Preserve and celebrate the Academy's heritage and the accomplishments of the Long Blue Line

A. Promote awards programs, while preserving their prestige and impact

- *Metric: Expand the depth of nominations for all awards – **OPR CEO/President***
- *Metric: Complete Distinguished Graduate Memorial in 2026 - **OPR Finance***

B. Expand and activate heritage archives

- *Metric: Add a full-time heritage officer to increase support for maintaining the AOG collection by 2028 – **OPR Alumni Relations***
- *Metric: Begin planning for a graduate museum as part of renovating Doolittle Hall – **OPR Development***

C. Develop and promote the renovated Doolittle Hall and the Heritage Trail

- *Metric: Complete the design of Doolittle Hall and raise initial gifts by 2027 – **OPR Development***
- *Metric: Add major nodes to the Heritage Trail through class giving by 2030 – **OPR Development***

OPR = Office of Primary Responsibility

PHILANTHROPY

Enhance financial strength and stability to advance the Academy and sustain our mission

I. Prepare for a comprehensive campaign to launch in 2028

A. Raise support for key Academy priorities and map priorities for future campaign

- *Metric: Erdle Field (baseball stadium), DeBerry Endowment, Tuskegee Memorial and other established and future priorities –* ***OPR Development***
- *Metric: Conduct a feasibility study in 2027 –* ***OPR Development***

B. Increase awareness, engagement and participation among all constituents

- *Metric: Increase annual participation to 20% by 2028 –* ***OPR Development***

II. Grow resources available to sustainably fund ongoing operations

A. Increase funding to cover a greater share of operating costs

- *Metric: Increase Founding Director Fund to $35 million by 2028 –* ***OPR Development***
- *Metric: Increase annual fund revenue to $3.25 million by 2028 –* ***OPR Development***
- *Metric: Increase sponsorship revenue to $1 million by 2028 –* ***OPR Development***

B. Establish restricted endowments for specific operating activities

- *Metric: Meet a goal of $10 million by 2028 (Next of Kin, Checkpoints, tailgates and reunions) –* ***OPR Development***

III. Expand support from successive generations of donors

A. Activate the NextGen Advisory Council to initiate new philanthropic relationships

- *Metric: Host a series of strategic events engaging and building philanthropic support from the next generation –* ***OPR Engagement***
- *Metric: Increase the number of Sabre Society donors in NextGen by 50% by 2028 –* ***OPR Development***
- *Metric: Support Academy entrepreneurs programs –* ***OPR Alumni Relations***

B. Strengthen and expand class giving

- *Metric: Create a structured plan for life cycle of giving by class year –* ***OPR Development***
- *Metric: Deploy class connections to raise annual participation rates –* ***OPR Development***

C. Build breadth and impact of volunteers in support of the entire mission of the Association & Foundation and the Academy

- *Metric: Establish a volunteer support office by 2027 –* ***OPR Alumni Relations***

STEWARDSHIP

Responsibly manage gifted time, talent, treasure and relationships

I. Accept, invest and steward gifts precisely as donors intend

A. Provide accurate and timely reporting on all gifts annually

- *Metric: Send all stewardship reports by April 1 and all gift receipts and acknowledgments within 48 hours of gift receipt –* ***OPR Development***

B. Improve the Academy gift request, acceptance and reporting process

- *Metric: Require proper use of gifts/distributions within one year of transfer to Academy –* ***OPR Finance***
- *Metric: Require annual reporting on the use and impact of gifts –* ***OPR Development***

II. Invest all human and financial resources smartly to maximize return and impact

A. Maintain strong financial and management controls

- *Metric: Achieve clean annual audit and filing 990 for both organizations, published annually –* ***OPR Finance***
- *Metric: Implement an enterprise-wide risk assessment and management program by 2027 –* ***OPR Finance***

B. Manage investment portfolios responsibly and uphold priorities for best use of available resources
- *Metric: Uphold the FMIP of both organizations –* ***OPR Finance***
- *Metric: Create a process with the Academy and boards for quarterly grantmaking and notification –* ***OPR CEO/ President***

III. Nurture strong relationships with the Academy and partner organizations

A. Deepen operating partnerships with the Academy and supporting organizations
- *Metric: Conclude a comprehensive MOU with the Falcon Foundation and AFAAC by 2026 –* ***OPR CEO/President***
- *Metric: Create and launch a USAFA Roadshow with Academy partners –* ***OPR Finance***

B. Secure and maintain enhanced special status as supporting organizations
- *Metric: Secure enhanced special status in 2027 NDAA –* ***OPR CEO/President***

COMMUNICATION

Tell the story of our Academy, our graduates and our mission with our words and actions

I. Enhance and safeguard the brand and reputation of the AOG and Foundation

A. Ensure the brand is relevant and consistent in look, feel and voice
- *Metric: Drive the ongoing rebranding of AOG/AFAF to enhance and strengthen organizational identity and impact –* ***OPR Communications***
- *Metric: Develop and implement new usafa.org website features –* ***OPR Communications***

B. Conduct a mission-focused merchandise strategy and provide world-class customer service to all constituents, including at events and engagements
- *Metric: Maintain the operating margin/increase the quality of products –* ***OPR Alumni Relations***
- *Metric: Create a constituent relations front office that is the main source of information and enhance constituent response –* ***OPR Alumni Relations***

II. Share the story of the Academy and our graduates in varied and effective ways

A. Create engagement and instill pride through compelling stories about graduates and the Academy across all platforms
- *Metric: Develop tailored communication strategies for seven decades of graduates –* ***OPR Communications***
- *Metric: Enhance legacy class programming and events –* ***OPR Alumni Relations***
- *Metric: Develop and fully implement a comprehensive program to track and announce promotions, appointments, confirmations and achievements by end of 2026 –* ***OPR Communications***
- *Metric: Elevate production, content and audience strategy toward a sponsorship plan for the* Long Blue Leadership *podcast by 2027 –* ***OPR Communications***
- *Metric: Increase measurable social media engagement through data-informed content and messaging, platform-specific strategies and two-way communication that strengthens our brand –* ***OPR Communications***

B. Tell stories about USAFA's rich history and heritage
- *Metric: Ensure the usafa.org website has dedicated pages for all awards, with profiles of award recipients, and graduate accomplishments in 2026 –* ***OPR Communications***
- *Metric: Create the capability to record and host online class oral histories for all classes by 2028 –* ***OPR Communications***
- *Metric: Deliver immersive history and heritage stories in Checkpoints (at least one per issue) and Heritage Minute videos and podcasts –* ***OPR Communications***

III. Maintain readiness for successfully navigating crises and adverse developments

A. Establish and maintain a crisis communications plan
- *Metric: Review and update crisis and issues management communications plan in 2026 –* ***OPR Communications***

B. Carry out proper succession planning for key leadership roles
- *Metric: Prepare a formal succession plan for review by both boards in 2026 –* ***OPR CEO/President***

ORGANIZATIONAL EXCELLENCE

Recruit, retain and develop top-level talent

I. Continually compete to retain talent

A. Support competitive pay and benefits and meaningful recognition programs

- *Metric: Conduct an updated compensation survey in 2027 –* ***OPR Finance***
- *Metric: Enhance employee recognition programs and support with Flight Crew –* ***OPR Finance***

B. Provide ongoing training and professional development for staff and supervisors

- *Metric: Build a professional development training series for employees of all levels by 2027 –* ***OPR Finance***

II. Foster a culture of professionalism and high performance and an environment that fosters innovation

A. Strengthen staff and board composition with leading talent and experience

- *Metric: Boards and staff represent the best capabilities of the Long Blue Line and the nonprofit profession –* ***OPR CEO/President***
- *Metric: Conduct biannual board self-evaluations –* ***OPR CEO/President***

B. Actively seek feedback through staff evaluations and periodic surveys

- *Metric: Conduct an employee survey in 2026 –* ***OPR Finance***

III. Exhibit our core values in everything we do

A. Provide comprehensive onboarding for new employees, including introduction to senior leadership

- *Metric: Roll out a new onboarding plan that educates employees on the organization and the Academy by 2026 –* ***OPR Finance***

B. Encourage and reward demonstration of core values and incorporate them in the annual evaluation process

MONITORING REPORT

POLICY EFFECTIVE DATE: 17 October 2025
POLICY TYPE: Executive Limitations
POLICY: Compensation and Benefits
POLICY NUMBER: 2.8
POLICY DESCRIPTION:
With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the CEO shall not cause or allow jeopardy to fiscal integrity or public image.

Accordingly, he or she may not:

1. **Change his or her own compensation and benefits, except as a change in benefits is consistent with a package for all other employees.**

REPORT:

The CEO's total compensation is approved by the Board of Directors, and agreements with the CEO are approved and signed by the Chair of the Board. There have been no requests or orders to change the CEO's compensation without approval of the Board.

2. **Promise or imply anything other than "at-will" employment.**

REPORT:

The Human Resources Director completes the in-processing for new employees and communicates to each new hire that their employment with the organization is "at-will". Furthermore, each employment agreement with each new hire specifically states that "employment may be terminated at-will by either party... "

3. **Establish current compensation and benefits which deviate materially from generally accepted salary ranges within the industry and geographic area/ region for employees with similar experience, expertise, and responsibilities.**

REPORT:

For calendar year 2025, the budget approved by the Board of Directors and administered by the CEO set a cost-of-living market adjustment of 4% for employees who started after April 1, 2024 (prorated based on start date). Additional compensation adjustments not exceeding 2% of the total salary pool were made to aid retention of high performing and key staff. The Board approved the budgeted compensation and benefits as part of its overall budget for 2025.

4. **Create obligations over a longer term than revenues can be safely projected, and in no event longer than one year.**

REPORT:

There have been no new obligations established that would exceed expected revenues to be generated. Any such contracts would, at a minimum, include a cancellation clause in case of default or non-performance.

5. Establish or change retirement benefits so as to cause unpredictable or inequitable situations.

REPORT:

Retirement benefits were updated on January 1, 2024, as part of the Board-approved single employer model. Benefits are in line with the market for non-profits in Colorado and comply with all relevant statutes to ensure predictability and fairness for all employees.

Compliance Status: In Compliance

MONITORING REPORT

DATE: 17 October 2025
POLICY TYPE: Executive Limitations
POLICY TITLE: Programs /Events /Services
POLICY NUMBER: 2.10
POLICY DESCRIPTION:
Regarding the programs/events produced and services provided by the AOG, the CEO shall not fail to ensure that these meet or exceed industry standards for excellence in programming, safety, and participant/audience amenities.

Programs/events produced, and services provided are of high quality and are seen as such by attendees/consumers. The AOG has received numerous letters and emails praising the quality of the programs/events/services. All required safety protocols are complied with. Complaints about programs/events are rare.

Accordingly, he or she may not:

1. **Fail to produce and implement operational planning to ensure that the event(s)/services are well organized and are safe for all attendees.**

REPORT:

Programs/Events are operationally planned by a professional AOG Alumni Relations and Events staff and briefed to the CEO (or President) prior to implementation.

a. Timeline/Flow of Events/Scripting (as applicable) are submitted in writing.
b. Proper AOG staffing is assigned based on duties, numbers, and duration.
c. Standard safety protocols required by event venues are followed.

- Examples of Events
    - On-campus events (Groundbreaking Ceremonies, Socials, Memorials)
    - AOG Board / Class Advisory Senate (CAS) Meetings
    - Award Ceremonies (DG, LAA, YAEA)
    - In-processing Events (Appointee Family Welcome Day)
    - Heritage Days
    - Reunions
    - Chapter Events
    - Affinity Group Events
    - Parents Weekend Events
- Off-campus events
    - Reunions (Off-base Hotel Events)
    - Chapter Events (Away Games, Founders Day, etc.)
    - Away Game Tailgates
    - Service Academy Career Conferences (SACC) / Career Fairs

    - Air & Space Force Events (AFA Warfare Symposium; Air, Space, & Cyber Conference)
- Virtual events
    - ZoomieBrief Platform (Senior Leader Calls)
    - Sabre Society Series
    - Board Director/Class Advisory Senate Meetings
    - Chapter President Calls

2. Fail to design logistical plans which comply with all applicable legal requirements and which facilitate crowd comfort, safety and enjoyment of the event(s).

REPORT:

Programs/Events are logistically designed and planned by staff and briefed to the CEO (or President) prior to implementation.

a. Legal/Safety requirements are satisfied by adhering to applicable guidance and venue guidelines.
b. Crowd comfort and enjoyment of the events are satisfied by both pre-planning and on-the-scene adjustments, as necessary, by the AOG Alumni Relations staff.

Examples of Events (See Number 1)

3. Fail to purchase supplies for resale to members, when appropriate, leverage group buying power.

REPORT:

Materials are purchased for resale to members primarily through the Alumni Relations Merchandise Department.
a. Breakpoints are examined and negotiated to lower costs
    - Bulk purchases are accomplished when feasible and economically appropriate. (Ex: Doolittle Outfitters merchandise, lanyards for reunions)

4. Fail to provide appropriate support and financial management functions, as specified in Memoranda of Understanding (MOU) or other agreements.

REPORT:

a. Support and financial management functions are carried out as agreed in memoranda and agreements.

Compliance Status: In Compliance

MONITORING REPORT

DATE: 17 October 2025
POLICY TYPE: Executive Limitations
POLICY TITLE: Official Opinions or Recommendations
POLICY NUMBER: 2.11
POLICY DESCRIPTION:
With respect to DoD, USAF or USAFA policies that do not materially impact the AOG, the CEO will not render an official opinion or recommendation on such matters, unless formally cleared to do so by the Board of Directors.

Report:

The CEO has rendered no official opinion or recommendations on such matters.

Compliance Status: In Compliance

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Board of Directors Workshop & Meeting Agenda
17 October 2025

7:30 a.m. – 3:00 p.m.

AOG Board Meeting

Lyon Boardroom, Doolittle Hall

Attire: Business Casual

7:30 – 8:00 a.m.

Breakfast - The Library, Doolittle Hall

8:00 a.m.

Agenda

I. Call to Order/Chairman's Welcome

II. Agenda

a. Consent Agenda

i. 28 August 2025 Adjourned Meeting Minutes

ii. 25 July 2025 Board Meeting Minutes

iii. 7 May 2025 E-Vote Minutes for Audit and 990 Approval

iv. 29 April 2025 E-Vote Minutes for Audit Committee Non-Director Appointments

v. 25 April 2025 Board Meeting Minutes

vi. 2023-2028 Strategic Plan Mid-Course Review

vii. CEO Monitoring Reports

1. 2.8 Monitoring Report - Compensation and Benefits
2. 2.10 Monitoring Report - Programs, Events, Services
3. 2.11 Monitoring Report - Official Opinions or Recommendations

III. Membership Minute (Up to 30 minutes will be set aside for members attending the meeting to speak for 2-3 minutes each.)

IV. Staff Report

a. CEO Report (Mark Hille)
b. EVP of Alumni Relations Report (Michael "Baja" Cornelius)
    i. Next of Kin Program, Chapters, Career Services, Merchandise Sales
c. CFO Report (Katie Willemarck)

V. Board of Visitors (BOV) Meeting Summary (Director Krauth)

9:00 – 9:15 a.m.

Break

9:15 a.m. – 12:00 p.m.

VI. Task Force Updates
    a. Implementation *(Director Walker)*
VII. Class Advisory Senate – Update *(AJ Ranft, CAS Vice Chair, for Director Cinnamon)*
VIII. Reports of Committees
    a. Audit Committee *(Director Carpenter)*
        i. Joint Audit Committee Report
        ii. IT Audit Review
    b. External Communication Committee *(Director Thompson)*
        i. Committee Purpose, Role and Tasks
    c. Finance and Investments Committee *(Director Evans)*
        i. Board Restricted Motions
    d. Nominating Committee *(Director Dial)*
        i. Nomination Process
        ii. Support for Awards Submissions
    e. Governance Committee *(Director Krauth)*
        i. Update Governance Policies: Board Calendar and Schedule for Bylaws Review
        ii. Governance Policies Cat 3 Review
        iii. Motions - Governance Committee and Nominating Committee
            1. Award Eligibility
            2. Award Eligibility (Bylaw Change)
            3. Single Pathway to Election Ballot
            4. Even Year Appointed Directors

12:00 – 12:30 p.m.

Lunch with NextGen Council – Library, Doolittle Hall

12:30 – 3:00 p.m.

IX. Motions

a. Postponed from July – Moved to Oct

i. Pardon & Amnesty Updated - Vaccine Mandate Motion (Director Bishop)

ii. Amendment for Appointments (Director Merideth)

iii. Appointed Directors to the AOG BOD (Director Bohlin)

iv. Board of Visitors input on Justice Delayed (Director Bishop)

v. Merit in the Military (Director Walker)

vi. Review of Appointments (Director Merideth)

b. New

vii. Honorary Member of AOG Motion (Director Bishop)

viii. Honorary Degree CK from USAFA (Director Bishop)

ix. Motion on AOG Award to U.S. Citizen (Director Merideth)

x. Motion on AOG DC Presence (Director Merideth)

xi. Governance Committee (GC) to Deliberate Appointed Director Motions (Director Bohlin)

xii. Motion to Pass RESOLUTION re AOG Chapters (Director Bishop)

xiii. New AOG Award CK Recipient (Director Bishop)

xiv. Special Committee to Deliberate Appointed Director Motions (Director Bohlin)

3:00 p.m.

X. Adjourn / Assignments for next meeting, February 2026 (Virtual)

I. AOG/AFAF Update

II. Committees/CAS Reports

III. Governance Policies Cat 2/Calendar Motions

IV. Review Investment Report

V. Approve Election Timeline and Rules

6:00 – 8:00 p.m.

Joint AOG Board and Foundation Board Dinner

Hotel Polaris

6:00 – 6:45 p.m. Cocktail Reception

6:45 – 9:00 p.m. Dinner and Remarks

Attire: Business Casual

AOG Board of Directors Meeting

17 October 2025

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Agenda

1 Call to Order/Chairman's Welcome

2 Agenda

3 Membership Minute

4 Staff Reports

5 Board of Visitors (BOV) Meeting Summary

6 Task Force Updates

7 Class Advisory Senate

8 Reports of Committees

9 Motions

10 Adjourn / Assignments for Next Meeting, February 2026 (Virtual)

- Call to Order
- Moment of Silence & Pledge of Allegiance
- Notified Absences
- Agenda Approval

• Consent Agenda

- 28 August 2025 Adjourned Meeting Minutes
- 25 July 2025 Board Meeting Minutes
- 7 May 2025 E-Vote Minutes for Audit and 990 Approval
- 29 April 2025 E-Vote Minutes for Audit Committee Non-Director Appointments
- 25 April 2025 Board Meeting Minutes
- 2023-2028 Strategic Plan Mid-Course Review
- CEO Monitoring Reports
  - 2.8 Monitoring Report - Compensation and Benefits
  - 2.10 Monitoring Report - Programs, Events, Services
  - 2.11 Monitoring Report - Official Opinions or Recommendations

Membership Minute

Up to 30 minutes will be set aside for members attending the meeting to speak for 2-3 minutes each

Staff Report

CEO Update

Mark Hille ’97

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

EVP of Alumni Relations Report

Michael “Baja” Cornelius ‘00

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Jul – Sep ‘25 Activity Snapshot

Support USAFA

- Prep School Welcome/I-Day Parent Gathering
- Parent’s Weekend
  - Largest to date (3K+ people)
- March Back
- Home & away football tailgates
- USAFA Memorial Ceremony
  - Attendance increased by nearly 100 from ‘24 to ‘25

Serve Graduates

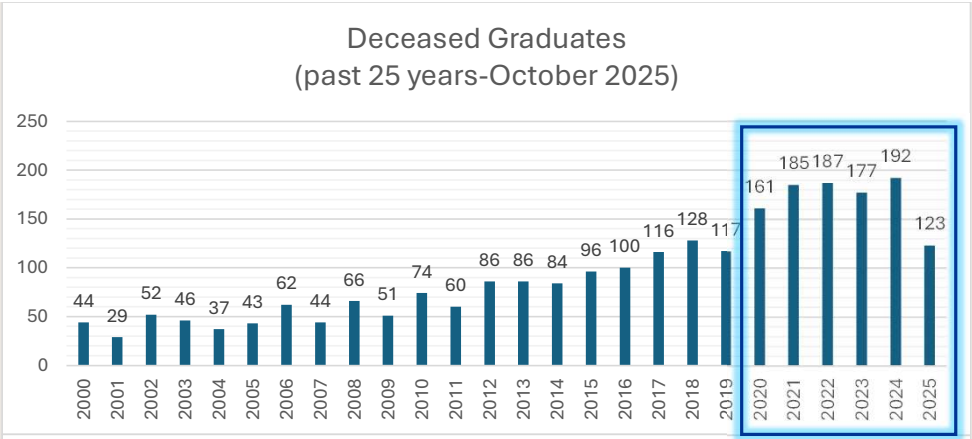
- LBL Weekend
- Chapters
- Affinity Groups
  - 2x new: Boxing & Jurassic Park
- Harmon Dinner support
- Career Services (& transition support)
- Customer Service

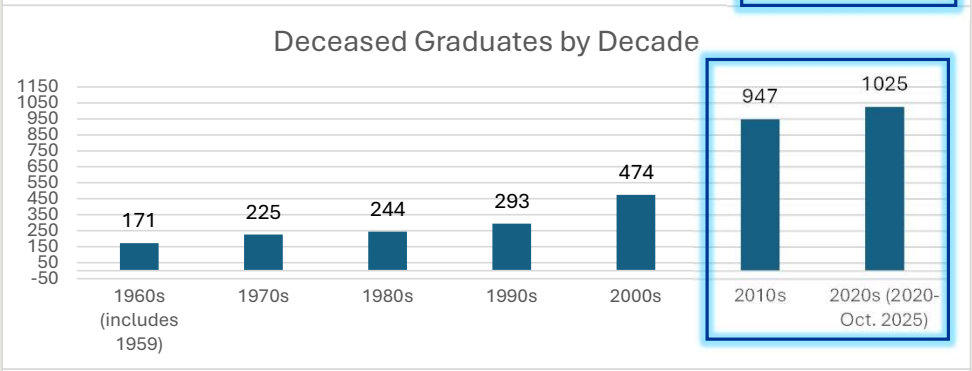
Preserve Heritage

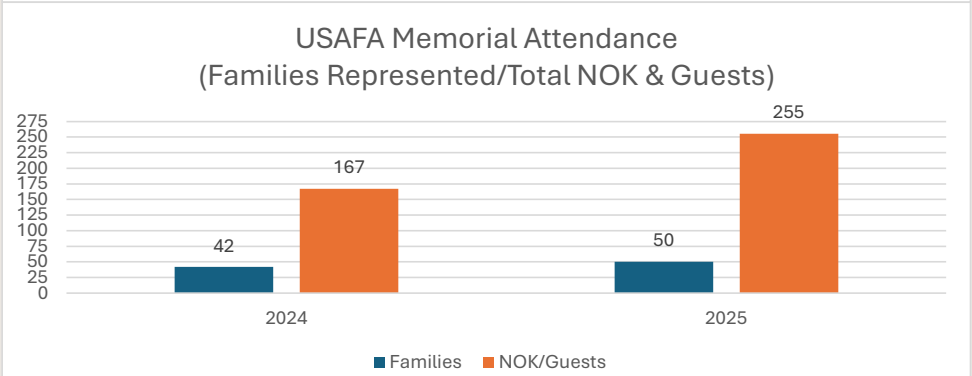
- Awards: DG, LAA, YAEA
  - + associated ceremony/dinners
- Reunions: 13x classes this season
  - 1960, 1965, 1970, 1972, 1975, 1980, 1985, 1990, 1995, 2000, 2005, 2015, Prep ‘63
- Tuskegee Groundbreaking Ceremony
- Here’s a Toast and GBNF
- Class ring programs: 2027 & 2028

Next of Kin (NOK)

- BLUF: Over the past 5 years we are averaging one graduate death every two days, and this will only increase
- Our NOK office = Terri Davis
- Way forward:
  - *We have not plateaued* – averaging ~180 per year and increasing
    - Ex: West Point averages 300 per year
  - *Additional personnel will be required for program sustainment
    - Active fundraising ongoing with the Development team

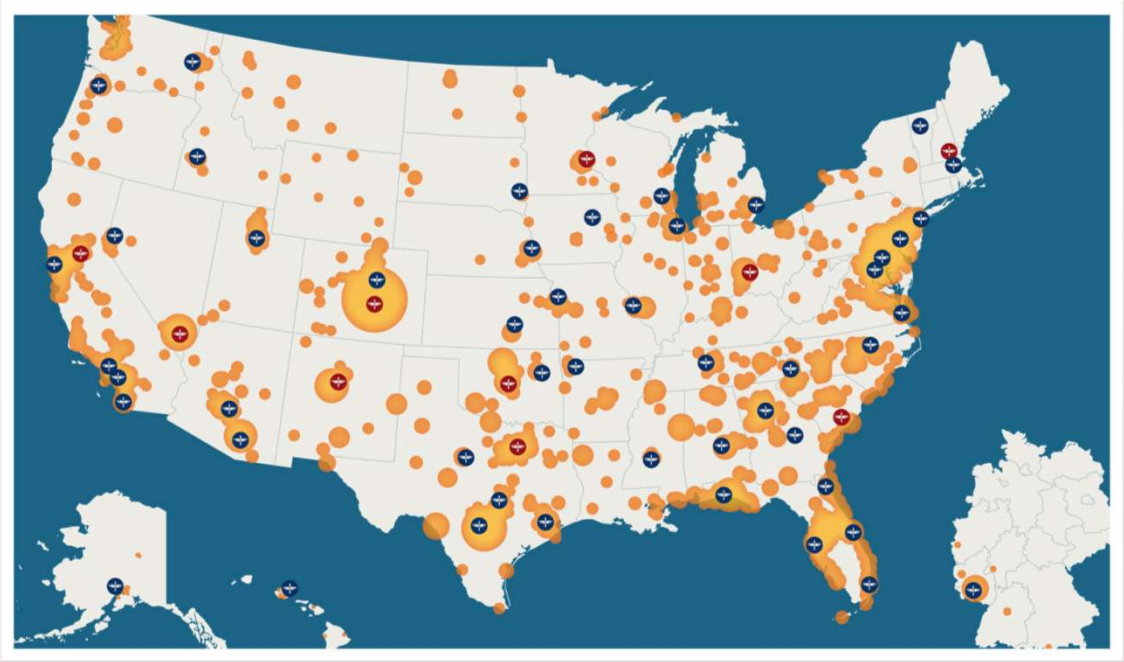






Chapters

- Chapters are our heartbeat and first line of support for maintaining a (local) connection with graduates
- Strategy and operating plan needed revision to include Chapters → mid-course update
- Personnel continuity created a program gap
- Recent Chapter President's Zoom Calls/Discussions proving fruitful
- Way forward:
  - Updating Chapter guidelines
  - Revisiting Chapter President Conference idea
  - Maintain quarterly engagements (minimum)
  - Educating cadets left of graduation; connecting future grads with Chapters at Firstie Departure (first assignment)

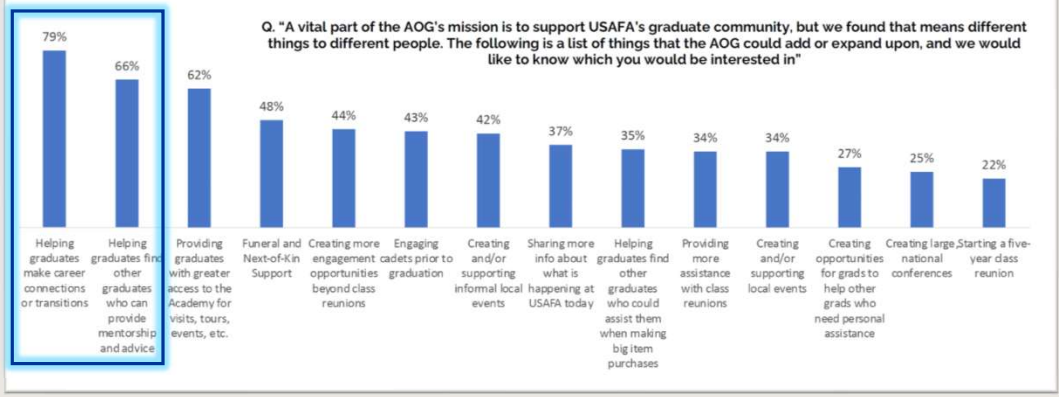


Career Services

- BLUF: I believe this is our biggest area of future growth within the AOG
- Consistent theme from grad feedback was assistance with career connections or transitions →
- Considerable program growth since July
- Way forward:
  - Partner with SkillBridge Program (application accepted)
  - Rated and non-rated support/transition assistance
  - **Guard/Reserve transition assistance by '27*
  - **Ombudsman office by '28*

** Mid-course strategy update*

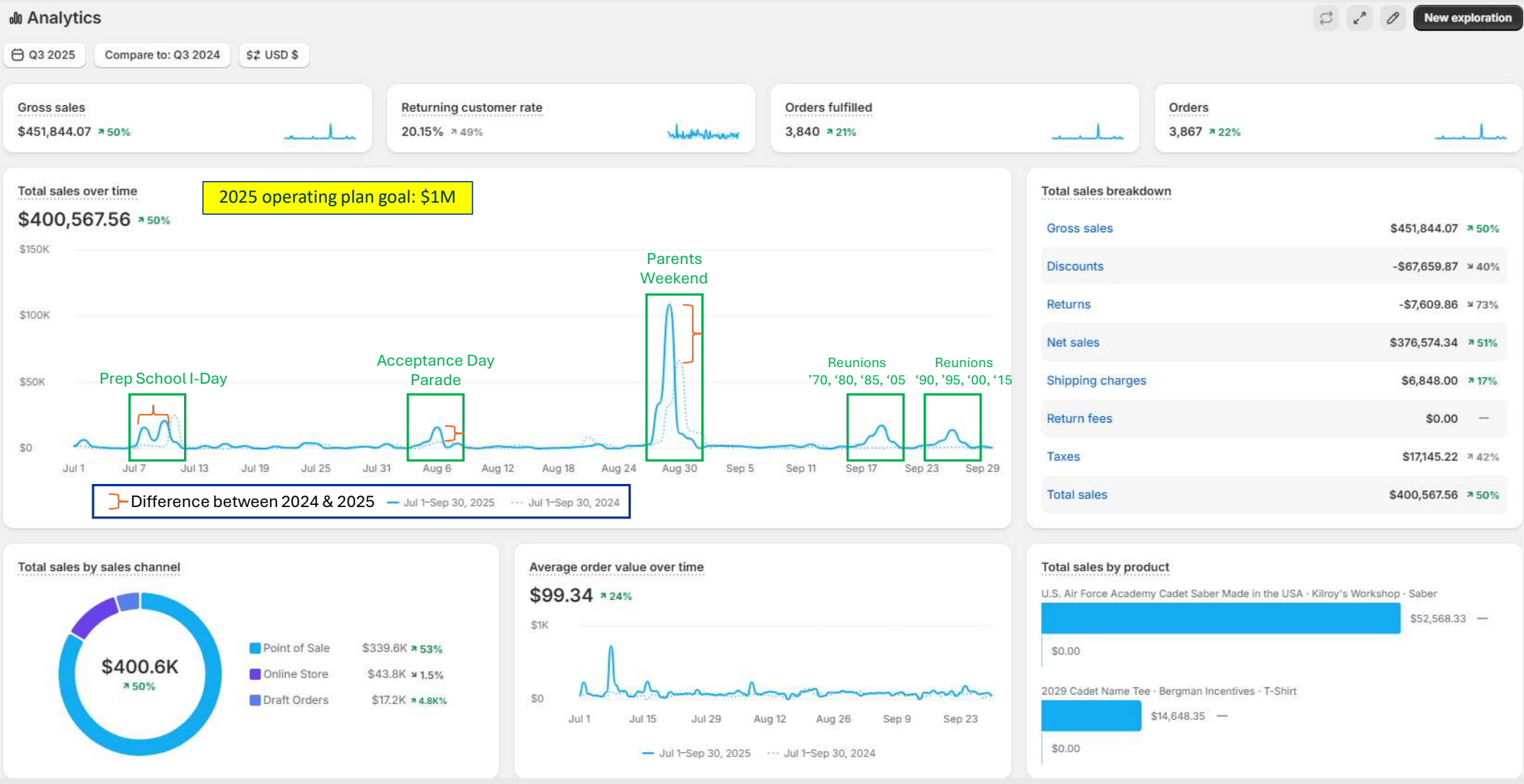
Top on the list for how the AOG could better supports its graduates is in helping them make career connections, with 79% of graduates saying they would be interested in AOG helping with this. Second was to connect graduates who can help one another through mentorship and advice at 66% and third was providing graduates with greater access to the Academy for visits, tours and events at 62%. Beyond these top three, interest falls below the 50% mark.



	Total	% "Interested"					
Helping graduates make career connections or transitions	79%	85%	81%	79%	78%	69%	66%

"Definitely the AOG has catered more to helping cadets which is all well and good. But helping transitioning grads or even counseling them on their career would be better. Even getting a mentorship program going where new grads can get help in navigating the real Air Force. I was certainly clueless upon graduating in this." (Not Valued)

Q3 MERCHANDISE SALES



CFO Report

Katie Willemarck

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

AGENDA

1 Review Q3 Financial Statements

2 Review 2026 Budget

Statement of Financial Position
As of September 30,
(Unaudited)

		2025	2024	$ Variance
Assets				
Cash and Cash Equivalents		$ 273,608	$ 942,977	$ (669,369)
Merchandise Inventory		409,921	409,017	904
Pledges and Accounts Receivable		150,814	449,200	(298,386)
Prepaid Expenses and Other		115,333	135,405	(20,073)
Total Current Assets		**949,676**	**1,936,599**	**(986,923)**
Investments		60,126,442	54,143,955	5,982,487
Beneficial Interest in Trust		64,522,927	58,783,526	5,739,401
Fixed Assets	13,769,518			-
Less: Accumulated Depreciation & Amortization	(11,148,346)	2,621,172	3,024,199	(403,027)
Total Assets		***$ 128,220,217***	***$ 117,888,279***	***$ 10,331,938***
Liabilities				
Accounts and Other Payables		$ 196,788	$ 50,591	$ 146,198
Agency Deposits		1,761,497	1,839,326	(77,829)
Deferred Income and Unearned Life Memberships		2,253,206	2,162,679	90,527
Intercompany Payable (Receivable)		271,171	623,433	(352,262)
Other Liabilities		194,080	210,668	(16,588)
Total Liabilities		**$ 4,676,741**	**$ 4,886,696**	**$ (209,955)**
Net Assets				
Unrestricted – AOG Operating Reserve		$ 1,338,455	$ 1,338,455	$ -
Unrestricted-designated – for Short-term Purposes		169,182	290,520	(121,339)
Unrestricted-designated – for Endowments		5,534,808	5,220,963	313,845
Invested in Property and Equipment		2,621,172	3,024,199	(403,027)
Unrestricted-undesignated		34,008,035	31,606,510	2,401,525
Total Without Donor Restrictions		***43,671,652***	***41,480,647***	***2,191,005***
With Donor Restrictions		79,871,824	71,520,936	8,350,888
Total Net Assets		***123,543,476***	***113,001,583***	***10,541,893***
Total Liabilities and Net Assets		***$ 128,220,217***	***$ 117,888,279***	***$ 10,331,938***

Operating Statement of Activities

For the Year to Date ended September 30, 2025
(Unaudited)

	YTD Actual	YTD Budget	Variance	PY YTD
Revenues				
Donations and Contributions	$ 34,393	$ 2,500	$ 31,893	$ 207,020
In-Kind Contributions	33,995		33,995	
Membership Dues	678,806	704,824	(26,018)	671,033
Merchandising	748,827	766,000	(17,173)	633,737
Member Services	12,450	17,950	(5,500)	13,510
Advertising and Sponsorships	***426,560***	***556,500***	***(129,940)***	***444,284***
Reunion Services	***122,201***	***250,000***	***(127,799)***	***201,711***
Administration Fees	34,468	33,000	1,468	32,284
Conferences	82,437	120,000	(37,563)	57,673
Royalties	90,459	91,500	(1,041)	122,155
Football Tickets and Tailgates	102,969	100,000	2,969	94,678
Activities and Social Events	49,383	77,820	(28,437)	57,891
Miscellaneous Income	125,364	38,872	86,492	9,059
Transfers from/(to) Restricted Funds	62,982	55,368	7,614	77,788
Total Revenues	**$ 2,605,295**	**$ 2,814,334**	**$ (209,040)**	**$ 2,622,822**
Operating Expenses				
Salaries and Wages	***$ 1,939,333***	***$ 2,119,085***	***$ (179,752)***	***$ 1,772,594***
Payroll Taxes	***158,034***	***180,122***	***(22,088)***	***141,995***
Benefits	***323,126***	***315,094***	***8,031***	***285,963***
Grants	13,833		13,833	924
Board Governance Costs	63,874	63,680	194	38,674
Professional Services	***246,732***	***412,605***	***(165,873)***	***389,785***
Professional Printing	181,875	186,666	(4,791)	133,590
Postage and Shipping	105,945	111,689	(5,744)	97,891
Merchandise Cost of Sales	347,090	325,380	21,710	317,639
Insurance and Bonding	99,700	66,690	33,010	61,906
Employee Travel and Meals	46,551	113,219	(66,668)	76,530
Social Events and Meetings	***410,717***	***206,262***	***204,455***	***259,256***
Office Supplies	38,094	40,468	(2,374)	35,216
Advertising and Corporate Promotion	19,056	42,685	(23,629)	52,767
In-Kind Expenses	59,965	-	59,965	-
Office Expenses	454,164	341,213	112,951	355,589
Employee Training and Education	5,793	23,215	(17,422)	4,506
Facilities Expenses	251,149	316,073	(64,924)	330,034
Depreciation and Amortization	416,356	367,500	48,856	444,858
Total Operating Expenses	**$ 5,181,384**	**$ 5,231,646**	**$ (50,262)**	**$ 4,799,716**
OPERATING SURPLUS/(DEFICIT)	**(2,576,089)**	**(2,417,312)**	**(158,777)**	**(2,176,894)**
Investment Income				
Investment Interest & Dividends	626,495	633,600	(7,105)	689,770
Realized/Unrealized Gains/(Losses)	4,701,828	1,287,000	3,414,828	4,280,201
Total Investment Income	5,328,323	1,920,600	3,407,723	4,969,970
Other Income and Deductions				
Grant/Service Agreement from AFAF	262,500	262,500	-	419,300
Allocated Expenses to Foundation	250,351	246,358	3,993	307,450
Total Other Income and Deductions	512,851	508,858	3,993	726,750
NET SURPLUS/(DEFICIT)	**$ 3,265,085**	**$ 12,146**	**$ 3,252,939**	**$ 3,519,826**

Schedule of Investments

For the Year to Date ended September 30, 2025
(Unaudited)

	Amount	%	Target	Max
Cash/Short-term	$ 6,123,193	***10%***	5%	20%
U. S. Equities (value & growth)	24,672,580	***41%***	43%	50%
International Equities	13,308,686	***22%***	28%	50%
Emerging Markets	3,070,319	***5%***	5%	10%
Real Estate/REITs	2,708,865	***5%***	5%	15%
Fixed Income	6,510,957	***11%***	10%	20%
Alternatives	3,731,841	***6%***	5%	20%
TOTAL	$60,126,442	100%	100%	

Schedule of Capital Additions

As of September 30, 2025
(Unaudited)

	Actual	Annual Budget
Paid with operating funds:		
Merchandise Area Improvements	$ -	$ -
Building Maintenance	-	-
IT Equipment (1)	138,857	-
Total for operating funds	138,857	0
Paid with restricted funds:		
Doolittle Hall A/V	14,450	0
Total for restricted funds	14,450	0
TOTAL	$ 153,307	$ -

(1) This is related to the pipe burst in the basement of Doolittle Hall over the server room. We lost several servers and had to replace them. We received an insurance payout of $110k in July 2025 to offset this.

2026 Budget

Operating Statement of Activities
FY 2026 Budget vs FY 2025 Forecast

	2026 Budget	2025 Forecast	$ Variance	% Variance	2025 Budget
Revenues					
Donations and Contributions	$ 119,695	$ 138,486	$ (18,791)	-14%	$ 7,500
Membership Dues	1,027,647	1,036,479	(8,832)	-1%	1,036,298
Merchandising	1,044,660	917,405	127,255	14%	1,000,000
Operating Reserve Fund (1)	1,725,000	2,100,000	(375,000)	-18%	2,100,000
Member Services	17,500	15,400	2,100	14%	21,030
Advertising and Sponsorships	700,177	591,514	108,663	18%	745,000
Reunion Services	328,500	224,431	104,069	46%	271,500
Administration Fees	70,720	68,468	2,252	3%	66,000
Conferences	165,000	149,887	15,113	10%	240,000
Royalties	164,000	162,641	1,359	1%	124,000
Football Tickets and Tailgates	252,500	271,639	(19,139)	-7%	215,000
Activities and Social Events	67,948	51,980	15,968	31%	77,820
Miscellaneous Income	14,086	119,614	(105,528)	-88%	40,147
Subsidy from Foundation	250,000	350,000	(100,000)	-29%	350,000
Allocation of IT & Facilities Expenses	389,096	374,330	14,766	100%	328,477
Transfers from/(to) Restricted Funds	138,000	96,036	41,964	100%	73,824
Total Revenues	**6,474,529**	**6,668,310**	**(193,781)**	**-3%**	**6,696,596**
Operating Expenses					
Salaries and Wages	2,872,586	2,716,094	156,492	6%	2,914,917
Payroll Taxes	241,871	217,661	24,210	11%	242,054
Benefits	431,786	413,133	18,653	5%	422,460
Board Governance Costs	74,350	80,537	(6,187)	-8%	82,780
Professional Services	385,951	338,138	47,813	14%	446,145
Professional Printing	254,394	229,121	25,273	11%	235,575
Postage and Shipping	159,632	142,190	17,442	12%	147,007
Merchandise Cost of Sales	469,126	427,451	41,675	10%	420,000
Insurance and Bonding	138,080	121,950	16,130	13%	88,920
Employee Travel and Meals	92,625	63,186	29,439	47%	165,714
Social Events and Meetings	478,596	572,874	(94,278)	-16%	346,712
Advertising and Corporate Promotion	78,967	107,548	(28,581)	-27%	45,130
Office Expenses	151,561	147,583	3,978	3%	141,523
Technology & Minor Equipment	554,706	514,159	40,547	8%	368,236
Employee Training and Education	13,080	6,981	6,099	87%	29,155
Facilities Expenses	223,308	315,923	(92,615)	-29%	410,990
Depreciation and Amortization	375,600	538,154	(162,554)	-30%	480,000
Total Operating Expenses	**6,996,219**	**6,952,683**	**43,536**	**1%**	**6,987,318**
Operating Income (Loss)	**(521,690)**	**(284,373)**	**(237,317)**	**83%**	**(290,722)**
Investment Income					
Investment Interest & Dividends	124,200	483,167	(358,967)	-74%	319,800
Realized/Unrealized Gains/Losses	393,300	1,852,222	(1,458,922)	-79%	141,000
Total Investment Income (2)	517,500	2,335,389	(1,817,889)	-78%	460,800
NET Income (Loss)	**$ (4,190)**	**$ 2,051,016**	**$ (2,055,206)**	**-100%**	**$ 170,078**

(1) Beginnning in 2026 we are allocating 4.5% of the operating reserve to fund operations. The 2025 numbers used are projected use of the operating reserve.

(2) The remaining investment income is 2% growth of the operating reserve and allows investment earnings to be allocated to other reserve funds.

Board of Visitors (BOV) Meeting Summary

Director Krauth

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Task Force Updates

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Implementation Task Force

Director Walker

Board Disagreement

- Certain Directors disagree with the fact that a 76% vote on bylaws changes is a mandate
- Change to the AOI included the addition of "merit" to our foundational document
- Board could not agree to entertain a motion on “Merit in the Military”
- Implementation is not possible until the board comes together

Class Advisory Senate

AJ Ranft for Director Cinnamon

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Reports of Committees

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Audit Committee

Director Carpenter

Members

- Trapper Carpenter ’73
- Garry Dudley ’68
- Denny Meredith ’73
- Ty Shandy ’97, Non-Director (Voting member)
- Dan Shafer ’70, Non-Director (Voting member)
- Katie Willemarck, Non-Director (Non-Voting member)

Committee Activity

- Joint Audit Committee Update

AOG Technology Audit Recap

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IT Audit Recap

- Conducted in Fall of 2022
- Completed by NexusTek
- Entire Internal IT Team Assisted
- All significant findings have been mitigated to avoid major risks except for:
  - PCI Audit (budgeted 2025)
  - Risk Management Plan (2026 Operating Plan)

Audit Finding	Action Taken	Timeline
PCI Compliance Audit Needed	Pending	Budgeted 2025
Active Directory Objects Identified (system that connects, and stores user accounts had old accounts and needed configuration changes)	All old accounts removed, and configuration changes made	Dec 2022
Dark Web Credentials Found	Training System Implemented to Educate Employees All credentials found were mitigated	Oct 2024 Dec 2022
Client Computer Risks Identified (users could be admins on their own computers)	User no longer have admin access Single Sign-On Implemented Multi-Factor Authentication (Microsoft Authenticator)	Dec 2022 Feb 2023 Feb 2023
Inadequate Antivirus	Implemented AI powered behavioral analysis antivirus	April 2023
Policy Gaps Identified (Backup Policy, Disaster Recovery Plan)	Backup Policy Updated & Upgraded to cloud backups Disaster Recovery Plan Updated (reevaluate with move to WH)	January 2023
Need Formal Cyber Security Program	Robust cyber security processes in place. Audit finding was an increased cyber program with NexusTek, very high cost.	NA
Need Risk Management Plan	Pending	2026 Operating Plan
Need 24/7/365 Monitoring	Service that NexusTek provides, nice to have, low ROI	NA

THANK YOU

Proposal to Create an

External Communications Committee

Gen (Ret.) DT Thompson ’85

17 October 2025

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Task

Develop and submit for Board approval a proposal to establish an External Communications Committee of the Association of Graduates Board of Directors.

ByLaws

ARTICLE VIII. Committees

Section 1. Creation/Designation of Committees: The Board may establish standing and special committees. Committees report to the Board. The Board will establish the composition of each committee except as otherwise specified in the Bylaws.

Proposed Purpose of the Committee

To support the Vision, Mission and activities of the Association of Graduates by facilitating purposeful, proactive and consistent engagement with external stakeholders and the Graduate Community.

Provide AOG Board members and staff with a current, consistent set of themes and messages to support them in their activities and engagements, both official and as desired, unofficial.

Proposed Committee Responsibilities

Working with AOG Staff, develop and submit for Board approval enduring themes and messages as related to the Association of Graduates purpose and major initiatives.

Working with AOG Staff, develop and submit for Board approval an annual external engagement plan that includes but is not limited to the Board of Visitors, Congress, the Department of the Air Force and leadership of the United States Air Force Academy.

Working with AOG leadership and staff, develop and submit for Board approval proposed messages and engagements for emerging issues, hot topics and special interest items.

Assemble and maintain for Director and Staff use a “Smart Book” that includes but is not limited to the current “Roadshow” slide deck, annual themes and messages, talking points for hot topics and example “elevator speeches” for use as desired.

Proposed Committee Battle Rhythm

- Not Less Than Annually
  - Review, update and submit enduring themes and messages for Board approval
  - Develop and submit a recommended annual engagement plan for Board approval
- Between Board Meetings
  - Identify potential emerging issues, hot topics and special interest items; recommend themes and messages as required
  - Monitor engagement activity, including those related to special interest items
  - Review enduring themes and messages, propose adjustments (as necessary)
- As Needed
  - Call for out-of-cycle Board meetings to address external communications needs related to emerging and urgent issues
  - Entertain and act on out-of-cycle external engagement needs and proposals

Director Rights and Responsibilities

Act as an official representative of the Board only with approval.

When speaking as a representative of the Board, use only approved themes and messages.

Submit proposed themes, messages, special interest items and engagement recommendations for Board consideration through the committee.

As desired, advise the Committee when meeting with external stakeholders that may also serve as an engagement opportunity.

Notes:

1. Directors retain the right to communicate personal opinions independent of Board positions.
2. The CEO retains the authority and responsibility to engage and communicate externally without the need for explicit Board approval.

Proposed Committee Membership

Gen. (Ret.) DT Thompson, Chair

Mr. Mark Hille, CEO (by position)

Col. (Ret.) John Cinnamon, CAS President (by position)

Lt. Gen. (Ret.) Rod Bishop

Mr. Chris Evans

Primary AOG Staff Support: Mr. Wyatt Hornsby, SVP Marketing & Communications

Other Possible Members

- Generational? (Director Walters or Fogassy)
- At Large?

Proposed Actions for Prior to Next AOG Board Meeting

- Finalize proposed language for ByLaws and other governing documents; submit to the Board for approval
- Develop proposed enduring themes and messages for Board approval (use current road show deck as the starting point)
- Identify any hot topics, emerging issues and special interest items; propose associated positions and messages
- Begin development of an annual External Engagement plan

Motion – Establishment of an External Communications Committee As a Standing Committee of the Association of Graduates Board of Directors

Proposed Motion: The Board of Directors approves the establishment of the External Communications Committee as a standing committee of the Association of Graduates Board of Directors with roles, responsibilities, tasks and membership as described in the preceding brief and amended in Board deliberations.

Finance and Investments Committee

Director Evans

Board Restricted Funding Motions

Board Designated Fund	Original Use	Fund Balance	Motion
Reserve Fund	Board designated reserve fund created in 2017; Never been used and combining with operating fund simplifies having two operating reserve funds	$1,338,455	Move reserve fund balance to operating fund
Graduate Engagement Fund	Quasi-endowed by the board for graduate engagement which allows for $3K to be used annually on engagement; not an impactful amount	$83,041	Remove quasi endowed restriction and designate these funds to be used to offset the cost of tailgates in 2025/2026

THANK YOU

Nominating Committee Meeting

Col (Ret.) Hank Hoffman ’63

Col (Ret.) Bob Lowe ’71

Gen (Ret.) David “DT” Thompson ’85

Lt Col Nathan Dial ’10

Maj Alexander Fogassy ’12

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Agenda

01 Appointed Positions

1. Process
2. Timeline Illustration

02 Awards Update



01. Appointed Directors

Appointed Directors for Replacement Identification

Current List: 36 Individuals

Selection Criteria: Former individuals on the 2021, 2023, & 2025 election ballots and recommendations from current Directors

Deadline: Rank order top 4 Appointed Director replacements NLT February Board Meeting

Opportunity: Solidify the specific three questions for 2027 election ballot because appointed process is an avenue to perfect the 2027 election process

Filtration Process:

1. 36 Candidates --->>> # on list still willing to serve up to 4 years
2. # on list still willing to serve --->>> Top 10
3. Top 10 --->>> Top 4
4. Top 4 --->>> Rank order 1 – 2 – 3 – 4

Replacement Appointed Director Timeline





02. Awards



0 Submissions



0 Submissions



0 Submissions



1 Submission

CAO 7 October

Governance Committee

Director Krauth

Members

- Denny Merideth ’73
- Dan Bohlin ’71
- Jenn Walters ’11
- Lee Krauth ’72
- Skip Morgan (non-director) ’72

Board Calendar

Schedule for Bylaws Review

Board Calendar

ODD YEARS		EVEN YEARS	
January	Conduct Board Self-assessment	**January**	Conduct Board Self-assessment
	Conduct CEO Evaluation		Conduct CEO Evaluation
February	BOD meeting (virtual)	**February**	BOD meeting (virtual)
	AOG/AFAF Update		AOG/AFAF Update
	Review Board Self-assessment		Review Board Self-assessment
	Committees/CAS Reports		Committees/CAS Reports
	Governance Policies Cat 4/Calendar Motions		Governance Policies Cat 2/Calendar Motions
	Review Investment Report		Review Investment Report
	Elections Update		Approve Election Timeline and Rules
			Appoint Bylaws Review Task Force
March	Board Secretary Certifies Election Results		
	Board Considers Director Appointments	**April**	Founders Day (Chapter events)
	Nom Committee Seeks Candidates for Chair		
		May	BOD meeting
April	Founders Day (Chapter events)		Complete Conflict of Interest Statements
			BOD training
May	BOD Orientation/Trng Day Prior to BOD meeting		AOG/AFAF Update
	BOD meeting		Committees/CAS Reports
	Complete Conflict of Interest Statements		Assign Governance Policies Cat 3 Review
	Select Chair and Board Officers		Board Charge to Nom Comm for Elections
	BOD training		Bylaws Review Task Force Motions
	AOG/AFAF Update		Review Endowments
	Name new AOG Committees		Approve Audit and IRS Form 990
	Committees/CAS Reports		Distinguished Graduate Award Selection
	Assign Governance Policies Cat 1 Review		Joint social event with CAS
	Review Endowments		
	Approve Audit and IRS From 990	**August**	BOD meeting
	Distinguished Graduate Award Selection		AOG/AFAF Update
	Joint social event with CAS		Committees/CAS Reports
			Governance Policies Cat 3 Motions
August	BOD meeting		Review Investment Report
	AOG/AFAF Update		Distinguished Graduate Dinner
	Committees/CAS Reports		
	Governance Policies Cat 1 Motions	**October**	Operating Plan and Budget to Directors
	Review Investment Report		BOD meeting
	Nominate non-Director Committee Members		AOG/AFAF Update
	Distinguished Graduate Dinner		Committees/CAS Reports
			Assign Gov. Policies Cat 4/Calendar Review
October	Operating Plan and Budget to Directors		Approve Bylaw Changes for Ballot (if needed)
	BOD meeting		Approve Nom Comm Rec's for Ballot
	AOG /AFAF Update		FMIP Update
	Committees/CAS Reports		Approve Budget
	Assign Gov. Policies Cat 2/Calendar Review		AOG Election Communication Plan to Directors
	Approve Budget		Dinner w/AFAF
	Dinner w/AFAF		

NOTE: Recommend annual virtual mtg with CAS.

Review Governance Policies 3.1 – 3.3

POLICY 3.0: Governance – Management Connection

POLICY CATEGORY III: Board/Staff Linkage

POLICY NARRATIVE: The Board's sole connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer (CEO).

3.1 Only officially passed motions of the Board are binding on the CEO.

a. Decisions or instructions of individual Board members, officers, or committees are not binding on the CEO except in rare instances when the Board has specifically delegated this authority.

b. If Board members or committees request information or assistance without Board authorization, the CEO can refuse such requests that require, in his/her opinion, a material amount of staff time or funds or are disruptive.

c. c. The Board may be involved in employee issues as indicated in the AOG personnel guide.

d. The Board will view CEO performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends and compliance with Executive Limitations will be viewed as successful CEO performance.

Review Governance Policies 3.1 – 3.3

3.2 The Board will instruct the CEO through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

a. The Board will develop and maintain policies instructing the CEO to achieve certain results, for certain recipients at a specified worth or priority. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues, as defined here, are means issues.

b. b. The CEO will make inputs to the development of Board policies, including organizations Ends, to the Board as he/she deems appropriate.

c. c. The Board will develop and maintain policies which limit the latitude the CEO may exercise in choosing the organizational Means that support the AOG Operational Plan. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board even if they were effective in accomplishing the AOG Operational Plan. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.

d. d. As long as the CEO uses any reasonable interpretation of the Board's approved Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.

e. e. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. However, as long as any particular delegation is in place, the Board will respect and support the CEO's choices.

Review Governance Policies 3.1 – 3.3

3.3 The Board will monitor and evaluate CEO performance in such a way as to have systematic assurance of policy compliance, and successful execution of the AOG Operational Plan. Monitoring of CEO job performance will be against the expected CEO job outputs: development of the AOG Operational Plan, organizational execution of the Operational Plan, and organizational operation within the boundaries established in the Executive Limitations. To assist the Board's monitoring of CEO performance, the CEO will:

a. Annually: Present to the Board the AOG's upcoming fiscal year Budget for Board review and approval. Linkages between the Budget and the AOG Operational Plan will be highlighted.

b. b. Annually: Present an update of the AOG Operational Plan for Board at the Board meeting immediately preceding the annual presentation of the coming year Budget.

c. c. Annually: Present a year-end Financial Report.

d. d. Quarterly: Present a Financial Report of the previous quarter performance.

e. e. Quarterly: Present metrics linked to the Operational Plan showing progress toward accomplishment of the AOG Operational Plan, and present any changes made to the execution of the Operational Plan in the previous quarter.

f. f. Quarterly: Present one quarter the number of Monitoring Reports, which will detail continued adherence to the General Executive Constraints in Policy 2.0, along with any explanation of pertinent information.

Joint Nominating & Governance Committee Meeting Results

Col (Ret.) Hank Hoffman ’63
Col (Ret.) Bob Lowe ’71
Gen (Ret.) David “DT” Thompson ’85
Lt Col Nathan Dial ’10
Maj Alexander Fogassy ’12
Col. (Ret.) Dan Bohlin ’71
Dr. Lee Krauth ’72
Col. (Ret.) Skip Morgan ’72
Lt. Col. (Ret.) Denny Merideth ’73
Maj. Jennifer Walters ’11

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Motion Suggestions

01 Award Eligibility

Motion 1: Governance Policy Changes
Motion 2: Bylaw Changes

02 Single Election Ballot Pathway

Motion 3: 100 signatures + complete package

03 Appointed Directors Even Year

Motion 4: Bylaw change



01. Award Eligibility

Award Eligibility – Changes to Governance Policies

Joint Committee Vote: 8-2 supporting the change

Location 1: Governance Policies 3rd Edition 26 July 2024
Section: Attachment 2 – Nominating Committee Guide, Duties section
Action: Add part “11”

Suggested Language:
- (The Nominating Committee will) ensure that directors do not nominate, or receive, any awards or honors that are issued, selected, or endorsed by the Association of Graduates or its affiliated entities during their term of service.

Location 2: Governance Policies 3rd Edition 26 July 2024
Section: Policy Category IV: Governance Process 4.6.c
Action: Add “2” with language below and renumber sub-sequent parts

Suggested Language:
- The Nominating Committee will ensure that directors do not nominate, or receive, any awards or honors that are issued, selected, or endorsed by the Association of Graduates or its affiliated entities during their term of service.

Preview of Change

Attachment 2 – Nominating Committee Guide, Duties section Add part “11”

Duties: The Nominating Committee is charged with the following duties:

1. Develop and seek Board approval of the desired attributes for Candidates for each election.
2. Recruit Members to serve on the Board
3. Develop written criteria to assist the Committee with a determination of candidates that are qualified or unqualified to be placed on the ballot.

…

8. Maintain a pool of AOG Members qualified to serve as Directors or Committee members.
9. Seek guidance from the Board Chair on desired attributes for appointed Board positions.
10. Make recommendations to the Board Chair on qualified candidates for appointment or replacement to the Board.
11. Ensure that directors do not nominate for, or receive, any awards or honors that are issued, selected, or endorsed by the Association of Graduates or its affiliated entities during their term of service.

Preview of Change

Governance Policies 3rd Edition 26 July 2024 4.6 “c”

c. Board members must avoid conflict of interest with respect to their fiduciary responsibility.

1. There must be no self-dealing or any conduct of private business or personal services between any Board member and the AOG except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.

2. The Board will ensure that directors do not nominate, or receive, any awards or honors that are issued, selected, or endorsed by the Association of Graduates or its affiliated entities during their term of service.

~~2~~ 3. When the Board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from, not only the vote, but also from the deliberation.

~~3.~~ 4. Board members must not use their positions to obtain staff employment for themselves, family members or close associates. Should a Board member seek staff employment, he or she must first resign.

~~4.~~ 5. Board members will annually disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.

Motion 1 – Award Eligibility

Joint Committee Vote: 8-2 supporting the change

The Board of Directors approves the corrections and changes to language in the Governance Policies 3rd Edition 26 July 2024 as presented by the Joint Nominating and Governance Committee that codifies the changes to the process for AOG Directors inability to nominate and receive awards under the Board of Director's purview.

Votes to Pass: Simple majority (At least 9)

Award Eligibility – Changes to Bylaws

Joint Committee Vote: 6-4 supporting the change

Location 3: AOG Bylaws (Effective 4 March 2025)
Article XI: Conflicts of Interest
S**ection 1:** Director Content
Action: Add part “g”

Suggested Language:

- Directors may not be nominated, or receive, any awards or honors that are issued, selected, or endorsed by the Association of Graduates or its affiliated entities during their term of service. Directors are also prohibited from nominating other individuals for such awards.

Preview of Change to AOG Bylaws Article XI, Section 1

Section 1. Director Conduct: No director, officer, or committee member of the AOG shall request or accept any interest or favor (financial or otherwise) that might influence his or her actions relating to the AOG or its affiliated organizations…

a. For these purposes, a conflict of interest shall be deemed to arise whenever a matter under consideration involves the potential for significant benefit to a director or to any business, financial, or professional organization of which the director or a member of such director's immediate family is an officer, director, member, owner, or employee.

b. Whenever any matter comes before a meeting of the Board which gives rise to potential conflict of interest, the affected director shall make known the conflict to the remaining directors present at such meeting, shall, after answering any questions posed by the other directors, withdraw from the meeting for as long as the matter is under consideration, and shall neither be present, nor cast a vote.

…

e. As with all other matters coming before the Board, the disinterested directors shall pass upon a matter that poses a conflict of interest for another director in a manner which they reasonably and in good faith believe to be in the best interests of the AOG.

f. In the event an issue is not resolved at the committee or Board level, the matter shall be referred to the Governance Committee for review. For the purposes of ethics oversight, the Governance Committee may request participation by at least one friend of the AOG not actively involved in activities of the Board who is qualified to assist in ethics advice.

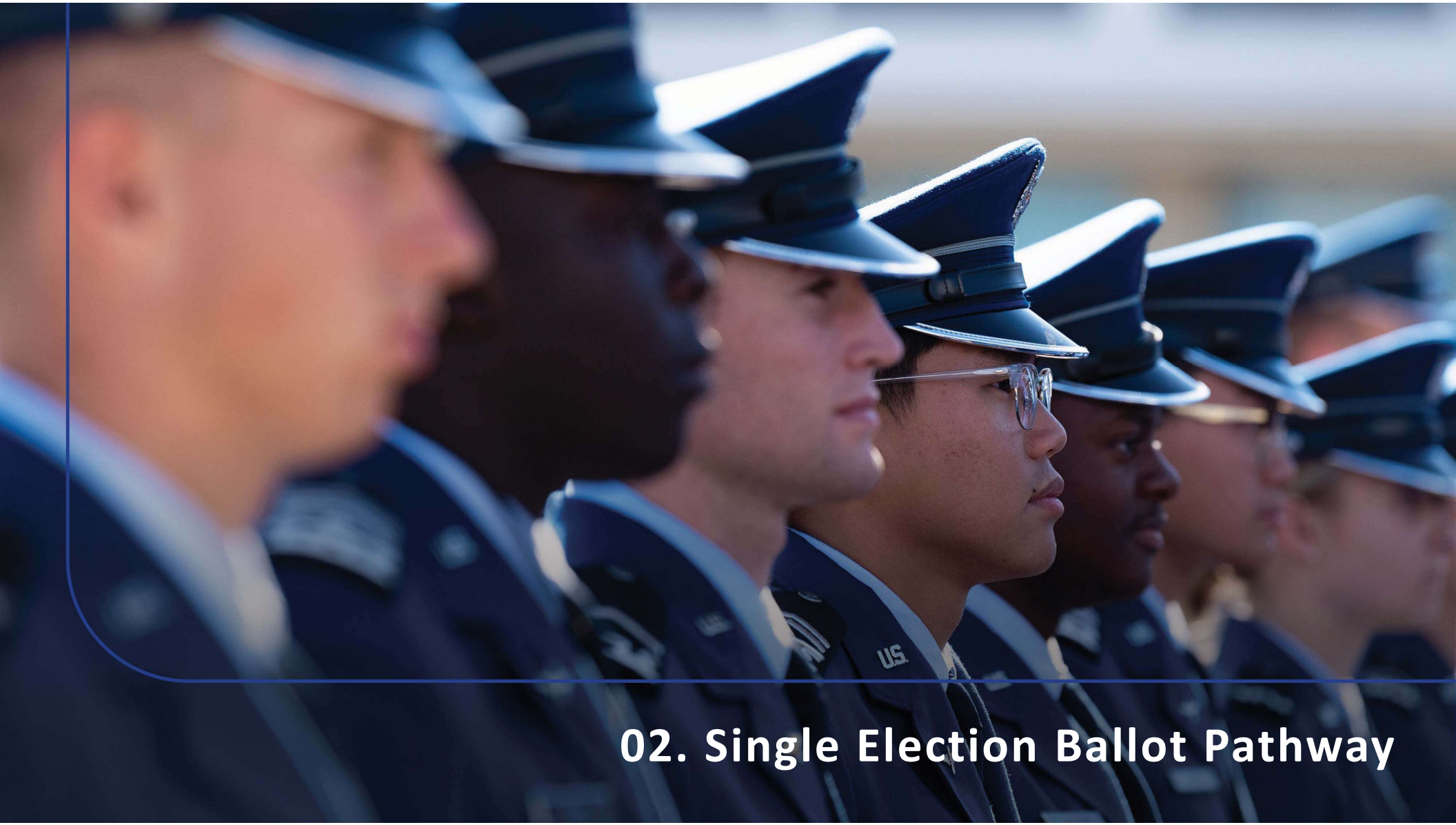
g. Directors may not be nominated, or receive, any awards or honors that are issued, selected, or endorsed by the Association of Graduates or its affiliated entities during their term of service. Directors are also prohibited from nominating other individuals for such awards.

Motion 2 – Award Eligibility (Bylaw Change)

Joint Committee Vote: 6-4 supporting the change

The Board of Directors approves the corrections and changes to language in the AOG Bylaws (Effective 4 March 2025) as presented by the Joint Nominating and Governance Committee that codifies the changes to the process for AOG Directors nominating other and receiving awards under the Board of Director's purview.

Votes to Pass: 2/3 majority (11 or more)



02. Single Election Ballot Pathway

Synopsis - Single Pathway to Election Ballot

Joint Committee Vote: 8-2 supporting the change

There is one way for a member to get on the ballot for election to the Board of Directors:

a. All candidates must submit a complete nomination package. This package must include at least 100 verified signatures from AOG graduate members in good standing. Each signature must consist of the graduate's full name, signature (digital or handwritten), and AOG member number. There are no alternative pathways to be placed on the ballot.

Document Changes:

1. There are five places where this change impacts the Bylaws and Governance Procedures

Single Pathway to Election Ballot

Location 1: AOG Bylaws (Effective 4 March 2025)
Article VI: Nominations and Elections
Action: In Section 1, change part “c” by eliminating the current language and adding new language.

Current Language:
~~c. The AOG shall also publicize that any graduate member may have their name placed on the ballot without review or consideration by the Nominating Committee by submitting a petition showing support of at least 25 AOG members by their signature and AOG ID Number.~~

Suggested Language:
c. To be placed on the election ballot for the AOG Board of Directors, all candidates must submit a complete nomination package. This package must include at least 100 verified signatures from AOG graduate members in good standing. Each signature must consist of the graduate’s full name, signature (digital or handwritten), and AOG member number. There are no alternative pathways to be placed on the ballot.

Single Pathway to Election Ballot

Location 2: AOG Bylaws (Effective 4 March 2025)
Article VIII: Committees
Section 6: Standing Committees, part “c”
Action: eliminate part “i” and move part “ii” to be part “i”

C. Nominating Committee: The Nominating Committee shall be composed of at least two directors, one of whom will serve as chair, and five AOG graduate members atlarge.

~~i. Other than those candidates who are placed on the ballot by petition, recommendations for candidates to be placed on the ballot shall be made by the Nominating Committee for approval by the Board.~~

~~ii.~~ i. The Nominating Committee shall maintain a pool of candidates eligible to serve as directors or committee members.

Single Pathway to Election Ballot

Location 3: Governance Policies 3rd Edition 26 July 2024
Attachment 2: Nominating Committee Guide, Definitions Section
Action: Delete parts 2 and 3, which define 'petition candidate' and 'candidate'. Substitute with one new part 2 giving a new definition of candidate and correct subsequent numbering.

Definitions:

1. Applicant: an AOG Member who has applied to be on the ballot and submitted a package to the Nominating Committee IAW the appropriate process. Can either be self-initiated or sought by the Nominating Committee.

~~2. Petition Candidate: an AOG Member who has submitted a petition with 25 AOG member endorsements and followed the appropriate process needed to be placed on the ballot without further review by the Board~~.

~~3.~~ 2. Candidate: ~~an applicant who has been considered and recommended by the Nominating Committee then approved by the Board to be on the ballot.~~ An applicant who has submitted a completed a nomination package and acquired 100 signatures from Graduate Members.

~~4.~~ 3. Ballot: the list of candidates to be included in the election.

~~5.~~ 4. Board Slate: a list of candidates on the ballot that the Board may recommend to the membership that best offers the skills, talents and capabilities needed. The Board Slate is derived from both the Candidates and Petition Candidates.

Single Pathway to Election Ballot

Location 4: Governance Policies 3rd Edition 26 July 2024
Attachment 2: Nominating Committee Guide
Action: Delete Petition Candidate from all sections

Identified places:

- Definitions: Board Slate: a list of candidates on the ballot that the Board may recommend to the membership that best offers the skills, talents and capabilities needed. The Board Slate is derived from both the Candidates. ~~and Petition Candidates.~~
- Duties, part 4: From the entire Applicant pool, which includes Candidates recruited by the Committee, Applicants who submit their nomination to the Committee, ~~and Petition Candidates~~ provide to the Board for approval a list of qualified Candidates to be placed on the ballot. Petition Candidates must be included on the ballot.
- Duties, part 5: Provide to the Board, for information, the Applicants not deemed qualified and the reason for disqualification. ~~Petition candidates are not otherwise subject to Committee review except that their petition endorsements must comply with the Bylaws.~~
- Timeline (Not Later Than Dates) part 6: a. Not later than the third Thursday in November, the Committee will provide its list of all Applicants for the election with a summary of their qualifications, biographies, and candidate statements. ~~The Committee will list the Petition Candidates that must be on the ballot, along with the Candidates it recommends being on the ballot.~~

Single Pathway to Election Ballot

Location 5: Governance Policies 3rd Edition 26 July 2024
Attachment 2: Nominating Committee Guide
Section: Procedures
Action: Change Procedure Section part 1.

Current Language:

~~1. There are three ways for a member to get on the ballot for election to the Board of Directors:~~

~~a. Be recruited by the Nominating Committee. (Requires endorsement of three AOG Members.)~~

~~b. Submit a nomination package to the Nomination Committee. (Requires endorsement of three AOG Members.)~~

~~c. Petition onto the ballot with the endorsement of 25 AOG Members. (Those qualified must be placed on the ballot.)~~

Suggested Language:

1. There is one way for a member to get on the ballot for election to the Board of Directors:

   a. All candidates must submit a complete nomination package. This package must include at least 100 verified signatures from AOG graduate members in good standing. Each signature must consist of the graduate's full name, signature (digital or handwritten), and AOG member number. There are no alternative pathways to be placed on the ballot.

Motion 3 – Single Pathway to Election Ballot

Joint Committee Vote: 8-2 supporting the change

The Board of Directors approves the corrections and changes to language in the AOG Bylaws (Effective 4 March 2025) and Governance Policies 3rd Edition 26 July 2024 as presented by the Joint Nominating and Governance Committee that codifies the changes to the process for AOG members getting on to the election ballot for the Board of Directors.

Votes to Pass: 2/3 majority (11 or more)



03. Appointed Directors Even Year

Appointed Directors Even Year

Joint Committee Vote: 8-2 supporting the change

Location 1: AOG Bylaws (Effective 4 March 2025)
Article V: Board of Directors
Action: In Section 3, change part “b” language to clearly define moving appointed directors to even years following an election. We made it March of the even year following the election, because that is 1 year after the odd year election cycle concludes.

Current Language:

> **b.** The terms of appointed directors shall be staggered with the intent of having no more than two directors appointed following each biennial election of the Board. ~~Terms of office for appointed directors begin upon selection by the Board and will expire at the first meeting of the Board after the biennial election four years later. Appointed directors may serve a second consecutive four-year term consistent with approval procedures outlined herein.~~

Suggested Language:

> b. The terms of appointed directors shall be staggered with the intent of having no more than two directors appointed following each biennial election of the Board. The appointed directors will be selected in March of the even year following the biennial election of the board and will serve a four-year term.

Appointed Directors Even Year

ARTICLE V. Board of Directors, Section 2, b.

Section 2. Elected and Appointed Directors:

a. There shall be eleven directors elected by the membership eligible to vote, unless positions are vacated before their term expires, whereby the Board may select replacements in accordance with Section 13.

b. There shall be no more than four appointed directors appointed by a majority vote of a quorum of the Board, not including directors who are appointed to complete the term of a director vacancy. The Board may fill appointed director vacancies ~~at any time~~ **during nonelection years (even years).** The Nominating Committee will make recommendations to the Chair prior to nominations coming from the Chair. Absent a Chair nomination, a Board majority may direct a Chair nomination of a suitable candidate.

Motion 4 – Even Year Appointed Directors

Joint Committee Vote: 8-2 supporting the change

Motion 4: The Board of Directors approves the changes to language as presented by the Joint Nominating and Governance Committee that codifies moving appointed director selections to March of the even year following the biennial election.

Votes to Pass: 2/3 majority (11 or more)

Motions

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Postponed from July Meeting

- Pardon & Amnesty Updated - Vaccine Mandate Motion (Director Bishop)
- Amendment for Appointments (Director Merideth)
- Appointed Directors to the AOG BOD (Director Bohlin)
- Board of Visitors input on Justice Delayed (Director Bishop)
- Merit in the Military (Director Walker)
- Review of Appointments (Director Merideth)

Pardon & Amnesty Updated - Vaccine Mandate Motion

Author: Director Rod Bishop

Board Resolution On Assisting Fellow Graduates (and Potentially Cadets) Who Have Been Harmed by the Anthrax or COVID Vaccine/COVID Mandates

Motion: I move that the AOG BOD adopt a resolution endorsing that the President of the United States grant pardons/amnesty to all who have suffered harm from the anthrax or covid mandates and recommend to OSW P&R that the vaccine task force be established to evaluate all the transgressions that occurred during the mandate period against our military personnel. Additionally, the AOG BOD recommends OSW P&R explore all options to expedite the processing of correction of military records and provide relief through the VA for those who have been harmed by the vaccine if not eligible for military-related healthcare.

WHEREAS federal courts have ruled that the military's anthrax and COVID vaccine mandates violated federal law and the President of the United States and the Secretary of Defense have stated in writing that the military's COVID vaccine mandate was "unjust" and "illegal as implemented," respectively;

WHEREAS, thousands of military members, including USAFA graduates, negatively impacted by these illegal military vaccine mandates deserve remedies they have not received;

WHEREAS, the means of obtaining these remedies, including through the Boards for Corrections on of Military Records, which can be costly and me consuming, are not timely, effective or otherwise satisfactory;

THEREFORE, the Board of Directors of the Air Force Academy Association on of Graduates strongly endorses the motion that the AOG BOD adopt a resolution endorsing that the President of the United States grant pardons/amnesty to all who have suffered harm from the anthrax or covid mandates and recommend to OSW P&R that the vaccine task force be established to evaluate all the transgressions that occurred during the mandate period against our military personnel. Additionally, the AOG BOD recommends OSW P&R explore all options to expedite the processing of correction of military records and provide relief through the VA for those who have been harmed by the vaccine if not eligible for military-related healthcare.

Motion on Amendment for Appointments

Author: Director Denny Merideth

Motion: Move that the AOG Board of Directors amend the Bylaws to make Appointed Directors non-voting positions except in the case where a director is appointed to replace an elected Director vacancy by making the following changes:

Change Article II Section 5 to read: **Appointed Directors**: AOG graduate members appointed to the Board of Directors as non-voting Directors pursuant to the requirements set forth in Article V".

Change first line of Article V Section 2b to read: "There shall be no more than four non-voting appointed directors …"

Change first line of Article V, Section 5d to read "The Secretary shall be an elected ~~or appointed~~ director and shall serve as…."

Change Article V Section 10a to read: A quorum of two-thirds of the total number of directors eligible to vote must be present for the Board to act on any issue.

Change Article V Section 10b to read: Each elected director, and any director appointed to fill an elected vacancy, is entitled to one vote on every issue.~~, except that appointed directors eligible for reappointment may not ratify their own appointment~~.

Prior Action: Governance Committee acknowledged the motion, but no discussion or action followed.

Purpose: In March and April 2025 following the issues surrounding appointments there were many graduates who voiced concerns about the process. This motion honors their request for the BOD to consider the voting privileges of appointment Directors.

Motion Regarding Appointed Directors to the AOG BOD

Author: Director Dan Bohlin

Motion: Move that the AOG Board directs that the Governance Committee report to the Board proposed changes to the Bylaws, NLT than its next regular meeting, that ensure the Board only makes future Director appointments to the Board to fill elected Directors' vacated positions.

Prior Action: Governance Committee acknowledged the motion, and incorporated ideas into the larger discussion of appointed directors but no action followed.

Purpose: In March and April 2025 following the issues surrounding appointments there were many graduates who voiced concerns about the process. This motion honors their request of BOD having no appointed Directors except to fill a vacated elected Director's position for the remainder of that Director's term.

Motion - Justice Delayed Input to Board of Visitors Committee

Author: Director Rod Bishop

Motion:

Whereas justice delayed is justice denied.

Whereas AOG Board members have received extensive feedback from graduates, parents, cadets, and lawyers that the time involved in resolving military justice cases is excessive

Whereas excessive timelines in administering justice run contrary to the original intent of the military justice system and are extremely detrimental to the morale of a unit.

Whereas graduates, parents, cadets, and lawyers have informed AOG BOD members on other irregularities in the USAFA justice system also negatively impacting morale

It is so moved that the External Affairs Committee and /or the Association of Graduates' CEO communicate these concerns of our community to the organization that has oversight of the morale at USAFA – specifically the USAFA Board of Visitors – for their possible action.

Prior Action: No prior action.

Purpose: Captured in the body of the motion.

Motion on BOD Resolution – Merit in the Military

Author: Director Christopher Walker

Motion: Move the Board of Directors adopt the following resolution and the AOG CEO ensure delivery to appropriate congressional leadership.

Resolution – Merit in the Military

WHEREAS, the United States Armed Forces bear the solemn duty to defend the nation and, at all levels, require the best-qualified leaders to ensure mission success and to optimize warfighters' safety;

WHEREAS, the principle of merit-based advancement is fundamental to military effectiveness, requiring personnel actions—including accessions, training, assignment, and promotion—to be based strictly on demonstrated performance, capability, technical competence, and fitness;

WHEREAS, race, ethnicity, and national origin have no correlation with leadership ability, and their consideration in military personnel decisions would violate the constitutionally mandated equal protection of the laws and undermine selection of the best-qualified individuals;

WHEREAS, the use of demographic goals, targets, or preferences in military personnel decisions can erode trust, weaken morale, and diminish unit cohesion, ultimately degrading combat effectiveness;

WHEREAS, DoD civilian employees are protected by statutory prohibition (Title VII) against race-based discrimination, but uniformed service members lack such statutory protection, necessitating clear legislative safeguards; and

WHEREAS, Congress has the constitutional duty under Article I, Section 8 to regulate the armed forces and to ensure military personnel policies align with equal protection principles as much as possible; now, therefore, be it

RESOLVED, by The United States Air Force Academy Association of Graduates, at its Board of Directors meeting on July 25, 2025, that merit-based criteria should be used in all Department of Defense military personnel actions, explicitly prohibiting the use of race, ethnicity, and national origin, to ensure the highest level of combat effectiveness and military readiness.

Motion on Review of Appointments

Author: Director Denny Merideth

Motion: Move that the Board of Directors direct the Governance Committee to conduct an outreach process to gather AOG member inputs on Board appointment of directors, review requirements, establish a timeline of actions, and prepare a proposed amendment addressing BOD appointments of directors. to be voted upon by the AOG Board of Directors at the October 2025 scheduled board meeting.

Prior Action: Governance Committee discussed at two committee meetings with general agreement on concept and wording. Primary clarification needed on date as the initial motion identified December meeting and at most recent committee meeting a general agreement was that the April 2026 meeting would give time to prepare. Additional discussion on the group to task led to a consideration of a joint committee made up of the Governance Committee and the Nominations Committee.

Purpose: There are several issues raised concerning BOD makeup, term length, appointments, and voting as well as several motions put forward to amend guidance in reference to the wide range of questions. Establishing a responsible committee or task force with an expected completion date consolidates the linked issues.

New

- Honorary Member of AOG Motion (Director Bishop)
- Honorary Degree CK from USAFA (Director Bishop)
- Motion on AOG Annual Award (Director Merideth)
- Motion on AOG DC Presence (Director Merideth)
- Governance Committee (GC) to Deliberate Appointed Director Motions (Director Bohlin)
- Motion to Pass RESOLUTION re AOG Chapters (Director Bishop)
- New AOG Award CK Recipient (Director Bishop)
- Special Committee to Deliberate Appointed Director Motions (Director Bohlin)

Honorary Member of AOG Motion (1 of 3 pages)

Author: Director Rod Bishop

Motion: I move that Charlie Kirk be recognized as an honorary graduate of the USAFA Association of graduates for all of the reasons listed in the proclamation.

Proclamation

Whereas Charles “Charlie” James Kirk, born October 14, 1993, was a courageous American patriot, a member of the USAFA Board of Visitors whose life was tragically and unjustly cut short in an act of political violence on September 10, 2025, at Utah Valley University;

Whereas Charlie Kirk has been nominated and will receive the highest civilian award given in the United States of America—The Presidential Medal of Freedom.

Whereas Charlie Kirk was a devoted man of faith, who boldly lived out his faith with conviction, courage, and compassion;

Whereas Charlie Kirk was a dedicated husband to his beloved wife, Erika Kirk, and a loving father to their daughter and son, exemplifying the virtues of faith, fidelity, and fatherhood;

Whereas Charlie Kirk was a fierce defender of the American founding and its timeless principles of life, liberty, limited government, and individual responsibility;

Whereas Charlie Kirk, at 18 years old, founded Turning Point USA in 2012, a student movement with the mission to ‘‘identify, educate, train, and organize students to promote the principles of fiscal responsibility, free markets, and limited government;’’

Whereas Charlie Kirk became one of the most prominent voices in America, engaging in respectful, civil discourse across college campuses, media platforms, and national forums, always seeking to elevate truth, foster understanding, and strengthen the Republic;

Whereas Charlie Kirk personified the values of the First Amendment, exercising his God-given right to speak freely, challenge prevailing narratives, and did so with honor, courage, and respect for his fellow Americans;

Whereas Charlie Kirk’s commitment to civil discussion and debate stood as a model for young Americans across the political spectrum, and he worked tirelessly to promote unity without compromising on conviction;

Whereas the assassination of Charlie Kirk was not only a heinous act of violence, but a sobering reminder of the growing threat posed by political extremism and hatred in our society;

Whereas such acts of politically motivated violence are antithetical to the principles of a free republic, in which differences of opinion are to be debated—not silenced—with civility, reason, and mutual respect;

Whereas the rise in targeted violence against individuals for their political beliefs undermines the very fabric of our constitutional democracy and chills the free exchange of ideas essential to a healthy civic society;

Whereas leaders at every level—government, education, media, and beyond—must stand united in unequivocal condemnation of political violence, regardless of their ideology;

Honorary Member of AOG Motion (2 of 3 Pages)

Whereas the tragic loss of Charlie Kirk must not be allowed to deepen the divides in our Nation, but instead serve as a turning point to recommit ourselves to better angels, and to the timeless American principles of liberty governed by truth and the virtues of peaceful dialogue;

Whereas Charlie Kirk would not have us respond to his death with despair, but rather with renewed purpose—to speak truth with courage, to stand firm in faith, to seek unity while standing firm in principle, and to serve as living reminders of the values he championed: faith, family, and freedom;

Whereas on March 17, 2025, Charlie Kirk was appointed by President Donald J. Trump, the Commander-in-Chief of the United States Armed Forces, as a member of the United States Air Force Academy Board of Visitors; and

Whereas Charlie Kirk admonished at a meeting of the United States Air Force Academy Board of Visitors on August 7, 2025, the following regarding the importance of teaching Air Force Academy cadets about American Exceptionalism:

"The importance of this institution goes back to one other thing I know this board wants to focus on [which] is that when we're educating them, we need to educate them towards "being something," towards being a warrior, but for what?

It's one thing to strip away the DEI and Critical Race Theory– of which we're going to be continually, politely bothering you on with questions.

But also we want to make sure that the cadets over the course of four years can articulate and they can feel in their soul American Exceptionalism, what they're willing to die for. What is that Constitution that they're swearing an oath to?

It shouldn't just be here's American history. We want them to be on fire because good leaders can articulate "The Why".

Of course, there's a self-selection, they're coming here for a reason, because they love the country. But we want them to understand at a deeper, more fundamental level, American Exceptionalism.

If I could submit a recommendation in the curriculum education department: what does success look like when they throw their cap up in the air after four years?

That they are an advocate for the Exceptionalism of this project, not just a tool for the military, but they are able to articulate it, that they're able to tell the people that they're going to be leading in those tough days: here's why we're fighting so hard, here's why we're sacrificing.

It's not enough just to say we want them to be good at programing AI and flying drones and being able to lead. But what are they leading towards?

Well, we want America to dominate this century and in order to dominate, we have to know what we are and who we are. It's imperative that these cadets know that we are the greatest nation ever, and those roots. Not any sort of question about that.

That's what makes this institution different. This is not Harvard. This is not Dartmouth, where they can spread anti-American ideas. If you don't want to defend the country, that's fine, you can go to University of Colorado Boulder. There's plenty of people that don't want to do that.

But Air Force cadets are here to understand the beauty of this country. I want to see even more of that. And I know that's there." (Emphasis added.)

Whereas, the Air Force Academy Association of Graduates Board of Directors agrees with the words of Charlie Kirk quoted above;

Honorary Member of AOG Motion (3 of 3 Pages)

Now, therefore, be it Resolved, that the Air Force Academy Association of Graduates:

(1) Condemns in the strongest possible terms the assassination of Charles ‘‘Charlie’’ James Kirk, and all forms of political violence;

(2) Commends and honors the dedicated law enforcement and emergency personnel for their tireless efforts in finding the suspect responsible for the assassination of Charlie Kirk and urges the administration of swift justice to the suspect;

(3) Extends its deepest condolences and sympathies to Charlie Kirk’s family, including his wife, Erika, and their two young children, and prays for comfort, peace, and healing in this time of unspeakable loss;

(4) Honors the life, leadership, and legacy of Charlie Kirk, whose steadfast dedication to the Constitution, civil discourse, and Biblical truth inspired a generation to cherish and defend the blessings of liberty and the American Creed;

(5) Calls upon all Americans—regardless of race, party affiliation, or creed—to reject political violence, recommit to respectful debate, uphold American values, and respect one another as fellow Americans; and

(6) Pronounces that Charlie Kirk hereby is an Honorary Member of the United States Air Force Academy Association of Graduates.

Honorary Degree CK from USAFA (1 of 4 pages)

Author: Director Rod Bishop

Motion: I move that the USAFA award Charlie Kirk an honorary BS Degree from the USAF Academy for all the reasons in the accompanying Resolution

Resolution

Whereas Charles “Charlie” James Kirk, born October 14, 1993, was a courageous American patriot, whose life was tragically and unjustly cut short in an act of political violence on September 10, 2025, at Utah Valley University;

Whereas Charlie Kirk has been nominated and will receive the highest civilian award given in the United States of America—The Presidential Medal of Freedom.

Whereas Charlie Kirk was a devoted Christian, who boldly lived out his faith with conviction, courage, and compassion;

Whereas Charlie Kirk was a dedicated husband to his beloved wife, Erika Kirk, and a loving father to their daughter and son, exemplifying the virtues of faith, fidelity, and fatherhood;

Whereas Charlie Kirk was a fierce defender of the American founding and its timeless principles of life, liberty, limited government, and individual responsibility;

Whereas Charlie Kirk, at 18 years old, founded Turning Point USA in 2012, a student movement with the mission to ‘‘identify, educate, train, and organize students to promote the principles of fiscal responsibility, free markets, and limited government;’’

Whereas Charlie Kirk became one of the most prominent voices in America, engaging in respectful, civil discourse across college campuses, media platforms, and national forums, always seeking to elevate truth, foster understanding, and strengthen the Republic;

Whereas Charlie Kirk personified the values of the First Amendment, exercising his God-given right to speak freely, challenge prevailing narratives, and did so with honor, courage, and respect for his fellow Americans;

Whereas Charlie Kirk’s commitment to civil discussion and debate stood as a model for young Americans across the political spectrum, and he worked tirelessly to promote unity without compromising on conviction;

Honorary Degree CK from USAFA (2 of 4 Pages)

Whereas the assassination of Charlie Kirk was not only a heinous act of violence, but a sobering reminder of the growing threat posed by political extremism and hatred in our society;

Whereas such acts of politically motivated violence are antithetical to the principles of a free republic, in which differences of opinion are to be debated—not silenced—with civility, reason, and mutual respect;

Whereas the rise in targeted violence against individuals for their political beliefs undermines the very fabric of our constitutional democracy and chills the free exchange of ideas essential to a healthy civic society;

Whereas leaders at every level—government, education, media, and beyond—must stand united in unequivocal condemnation of political violence, regardless of their ideology;

Whereas the tragic loss of Charlie Kirk must not be allowed to deepen the divides in our Nation, but instead serve as a turning point to recommit ourselves to better angels, and to the timeless American principles of liberty governed by truth and the virtues of peaceful dialogue;

Whereas Charlie Kirk would not have us respond to his death with despair, but rather with renewed purpose—to speak truth with courage, to stand firm in faith, to seek unity while standing firm in principle, and to serve as living reminders of the values he championed: faith, family, and freedom;

Whereas on March 17, 2025, Charlie Kirk was appointed by President Donald J. Trump, the Commander-in-Chief of the United States Armed Forces, as a member of the United States Air Force Academy Board of Visitors; and

Whereas Charlie Kirk admonished at a meeting of the United States Air Force Academy Board of Visitors on August 7, 2025, the following regarding the importance of teaching Air Force Academy cadets about American

Honorary Degree CK from USAFA (3 of 4 Pages)

Exceptionalism:

"The importance of this institution goes back to one other thing I know this board wants to focus on [which] is that when we're educating them, we need to educate them towards "being something," towards being a warrior, but for what?

It's one thing to strip away the DEI and Critical Race Theory– of which we're going to be continually, politely bothering you on with questions.

But also we want to make sure that the cadets over the course of four years can articulate and they can feel in their soul American Exceptionalism, what they're willing to die for. What is that Constitution that they're swearing an oath to?

It shouldn't just be here's American history. We want them to be on fire because good leaders can articulate "The Why".

Of course, there's a self-selection, they're coming here for a reason, because they love the country. But we want them to understand at a deeper, more fundamental level, American Exceptionalism.

If I could submit a recommendation in the curriculum education department: what does success look like when they throw their cap up in the air after four years?

That they are an advocate for the Exceptionalism of this project, not just a tool for the military, but they are able to articulate it, that they're able to tell the people that they're going to be leading in those tough days: here's why we're fighting so hard, here's why we're sacrificing.

It's not enough just to say we want them to be good at programing AI and flying drones and being able to lead. But what are they leading towards?

Well, we want America to dominate this century and in order to dominate, we have to know what we are and who we are. It's imperative that these cadets know that we are the greatest nation ever, and those roots. Not any sort of question about that.

That's what makes this institution different. This is not Harvard. This is not Dartmouth, where they can spread anti-American ideas. If you don't want to defend the country, that's fine, you can go to University of Colorado Boulder. There's plenty of people that don't want to do that.

But Air Force cadets are here to understand the beauty of this country. I want to see even more of that. And I know that's there." (Emphasis added.)

Honorary Degree CK from USAFA (4 of 4 Pages)

Whereas, the Air Force Academy Association of Graduates Board of Directors agrees with the words of Charlie Kirk quoted above;

Now, therefore, be it Resolved, that the Air Force Academy Association of Graduates:

(1) Condemns in the strongest possible terms the assassination of Charles ‘‘Charlie’’ James Kirk, and all forms of political violence;

(2) Commends and honors the dedicated law enforcement and emergency personnel for their tireless efforts in finding the suspect responsible for the assassination of Charlie Kirk and urges the administration of swift justice to the suspect;

(3) Extends its deepest condolences and sympathies to Charlie Kirk’s family, including his wife, Erika, and their two young children, and prays for

comfort, peace, and healing in this time of unspeakable loss;

(4) Honors the life, leadership, and legacy of Charlie Kirk, whose steadfast dedication to the Constitution, civil discourse, and Biblical truth inspired a generation to cherish and defend the blessings of liberty and the American Creed;

(5) Calls upon all Americans—regardless of race, party affiliation, or creed—to reject political violence, recommit to respectful debate, uphold American values, and respect one another as fellow Americans; and

(6) Recommends that the United States Air Force Academy award, and seek the authority to award if necessary, Charlie Kirk an Honorary Degree.

Motion on Establish AOG Award to U.S. Citizen (1 of 2 pages)

Author: Director Denny Merideth

Motion: The Board of Directors establish The Ronald R. Fogelman award to be presented by the Association of Graduates to a U.S. citizen whose accomplishments and service reflect the ideals of the United States Air Force Academy. The Board requests the CEO in coordination with the Awards Recognition Committee determine a professional process for the award and presentation of the award.

Prior Action: None.

Purpose: Establishing an award to be given to a citizen of the United States, other than a USAFA graduate, 'whose outstanding character, accomplishments, and stature in the civilian community draw wholesome comparison to the qualities for which" the USAF Academy, in keeping with the values of "Integrity First, Service Before Self, and Excellence in all We Do'"

Motion on Establish AOG Award to U.S. Citizen (2 of 2 pages)

Background:

Naming of Award: General Ron Fogelman '63 personifies the ideals of USAFA in every aspect. The following highlight key aspects that reflect the service and accomplishments of General Fogelman that set an example exemplifies the core character of the best of US Air Force Academy.

- First USAFA Graduate to be Chief of Staff of the Air Force
- Introduced the US Air Force Core Values: Integrity First, Service Before Self, and Excellence in all We Do which is enshrined at the Base of the Ramp at USAFA.
- Created the Chief of Staff of the Air Force Professional Reading Program that is a staple of every Chief of Staff who followed.
- First USAF Graduate to be enshrined into the National Aviation Hall of Fame.
- Awarded the Lance Sijan Leadership Award for his embodiment of the leadership qualities Capt Sijan exemplified: Courage, Integrity, Perseverance, and Self-Sacrifice.
- Established standard for integrity and loyalty as a leader in meeting the challenges of aftermath of the Khobar Towers bombing.
- Only USAFA graduate to be inducted into the Airlift-Tanker Association Hall of Fame which honors those who hae distinguished themselves in the outstanding performance of their duties as members of the United States Air Force and as Airlifters and Tankers.
- Selected by the Air & Space Forces Association for the H.H. Arnold Award, which is presented annually in recognition of the most outstanding contribution in the field of aerospace activity. It is the AFA's highest honor to a member of the armed forces in the field of national defense.
- USAFA History Professor from December 1970 to April 1973
- Misty Forward Air Controller in Vietnam. Rescued after being shot down.
- Flew fighters, helicopter, airlift and tanker aircraft.
- Awarded Silver Star and Distinguished Flying Cross

Establishment of the Award

- Establishing an award that "underscores" USAFA's "mission to develop leaders of character and recognize individual who reflect the Academy's enduring ideals" will extend a bridge "between" the Cadet Wing and exemplary national figures."
- The USMA Thayer Award is the model for this award.
- Establishing a prestigious award presented to nationally recognized recipients honors the recipients. It also furthers the vision and mission of the Association of Graduates to be an "association of influence and impact" while "promoting the heritage of the Academy, our common traditions, and the accomplishments of our graduates."

Motion on AOG DC Presence

Author: Director Denny Merideth

- **Motion**: The Board of Directors directs the AOG CEO to evaluate the feasibility of establishing an AOG presence in the National Capital Region and report his findings at the next scheduled Board of Directors meeting.
- **Prior Action:** Informal discussions.
- **Purpose:** There are several potential benefits of an extended AOG active presence located in the National Capital Region which could enhance the AOG's stated vision to be an "Association of influence and impact." An evaluation of the possibilities should focus on various levels of presence, relationship opportunities, costs, risks, return on investment, and benefits. The scope of the evaluation should not be determinative in nature but should explore the range of options and present to the board courses of action that are insightful and sustainable.

Governance Committee (GC) to Deliberate Appointed Director Motions

Author: Director Dan Bohlin

In consideration of the Governance Committee's duties stated in the AOG Bylaws, **Article VII. COMMITTEES, Section 6, Standing Committees, para d. Governance Committee (GC),** I move the Board:

1. Assign to the GC the responsibility to deliberate on the three (3) postponed motions pertaining to appointed directors made at the Board's 25 JUL 2025, regular meeting and the GC provide an interim report to the Board, NLT its next regular meeting, regarding: (a) key assumptions, (b) considerations and (c) possible courses of action; then

2. At the following regular Board meeting, the GC will provide a final report to the Board for its consideration; the report will include proposed action item**Note**: RONR, 12th ed., p.468, Section 50, para 50:10, last sentence:

" A special committee may not be appointed to perform a task that falls within the assigned function of an existing standing committee."

Motion to Pass RESOLUTION re AOG Chapters

Author: Director Rod Bishop

Motion: To Provide Additional, Substantial and Adequate Support to AOG Chapters

Whereas a primary purpose of the Air Force Academy Association of Graduates ("AOG") is, as a Colorado non-profit corporation, to support the AOG members;
Whereas a significant means of supporting AOG members is through a world wide network of AOG Chapters;
Whereas the number and activities of the AOG Chapters have declined dramatically during recent years;
Whereas AOG Chapter Presidents have complained to AOG leadership for years about the neglect of and declining support for AOG Chapters by the AOG, resulting in little or no positive change;
Whereas multiple AOG Chapter Presidents have ideas and recommendations for improving AOG Chapters that the AOG Board of Directors should hear, consider and, when appropriate, implement;
Whereas those Chapter Presidents have no effective means of getting their ideas and recommendations for improving AOG Chapters considered and implemented by the AOG Board of Directors;
Whereas the AOG should provide significant improved funding and other support to AOG Chapters to better serve AOG members;
Now, therefore, be it Resolved, that the Air Force Academy Association of Graduates Board of Directors will:
(1) Provide significant additional funding to support Chapter activities;
(2) Provide significant additional employee support for Chapter activities;
(3) Arrange an annual conference at the Air Force Academy for Chapter Presidents, in conjunction with Parents Clubs, only, as in past years;
(4) Provide funding to pay the expenses of Chapter Presidents to attend annual AOG Chapter Conferences at the Air Force Academy;
(5) Provide a structured method by which Chapter Presidents can provide information about Chapter activities directly to the AOG Board of Directors, similar to the methods of communicating to and participating with the AOG Board provided to Class Senators;
(6) Designate a committee of the Board to consider and report to the Board about recommendations from a committee of Chapter Presidents to be formed and supported by the AOG;
(7) Allow at least two Chapter Presidents to address the Board about changes recommended to better support the Chapters;
(8) Provide better, more efficient and effective means for AOG Chapter Presidents to communicate by email with the AOG members within the geographic area of their Chapters; and
(9)Create a process whereby the AOG will arrange, when possible, for Chapters to be sent prominent officials to speak at annual Chapter Founders Day events and to be notified reasonably in advance who will be those speakers.

Substitute Motion: Motion to Provide Substantial and Adequate Support to APG Chapters

Author: Original Author Director Rod Bishop; substitute motion proposed by Director Denny Merideth

Motion: The Board of Directors (Board) recognizes the need to renew support and priority to AOG Chapters. The Board directs the AOG CEO to elevate the effort to revitalize the AOG Chapter program. The Board requests that the AOG CEO present to the Board the enhancements at the next regular Board meeting and coordinate a panel of AOG Chapter Presidents to supplement the presentation.

Purpose: Incorporated in original motion for a resolution.

New AOG Award CK Recipient (1 of 4 pages)

First Recipient of AOG Award to US Citizen Exemplifying the Values of the Air Force Academy

Author: Director Rod Bishop

Motion. I move that Charlie Kirk be the first recipient of the XXXX Award for all of the reasons in the resolution.

Whereas Charles "Charlie" James Kirk, born October 14, 1993, was a courageous American patriot, whose life was tragically and unjustly cut short in an act of political violence on September 10, 2025, at Utah Valley University;

Whereas Charlie Kirk has been nominated and will receive the highest civilian award given in the United States of America—The Presidential Medal of Freedom. An award never before received by a USAFA graduate.
Whereas Charlie Kirk was a devoted man of faith, who boldly lived out that faith with conviction, courage, and compassion;
Whereas Charlie Kirk was a dedicated husband to his beloved wife, Erika Kirk, and a loving father to their daughter and son, exemplifying the virtues of faith, fidelity, and fatherhood;
Whereas Charlie Kirk was a fierce defender of the American founding and its timeless principles of life, liberty, limited government, and individual responsibility;
Whereas Charlie Kirk, at 18 years old, founded Turning Point USA in 2012, a student movement with the mission to "identify, educate, train, and organize students to promote the principles of fiscal responsibility, free markets,
and limited government;"

Whereas Charlie Kirk became one of the most prominent voices in America, engaging in respectful, civil discourse across college campuses, media platforms, and national forums, always seeking to elevate truth, foster understanding, and strengthen the Republic;

Whereas Charlie Kirk personified the values of the First Amendment, exercising his God-given right to speak freely, challenge prevailing narratives, and did so with honor, courage, and respect for his fellow Americans;

Whereas Charlie Kirk's commitment to civil discussion and debate stood as a model for young Americans across the political spectrum, and he worked tirelessly to promote unity without compromising on conviction;

New AOG Award CK Recipient (2 of 4 pages)

First Recipient of AOG Award to US Citizen Exemplifying the Values of the Air Force Academy

Whereas the assassination of Charlie Kirk was not only a heinous act of violence, but a sobering reminder of the growing threat posed by political extremism and hatred in our society;

Whereas such acts of politically motivated violence are antithetical to the principles of a free republic, in which differences of opinion are to be debated—not silenced—with civility, reason, and mutual respect;

Whereas the rise in targeted violence against individuals for their political beliefs undermines the very fabric of our constitutional democracy and chills the free exchange of ideas essential to a healthy civic society;
Whereas leaders at every level—government, education, media, and beyond—must stand united in unequivocal condemnation of political violence, regardless of their ideology;

Whereas the tragic loss of Charlie Kirk must not be allowed to deepen the divides in our Nation, but instead serve as a turning point to recommit ourselves to better angels, and to the timeless American principles of liberty governed by truth and the virtues of peaceful dialogue;

Whereas Charlie Kirk would not have us respond to his death with despair, but rather with renewed purpose—to speak truth with courage, to stand firm in faith, to seek unity while standing firm in principle, and to serve as living reminders
of the values he championed: faith, family, and freedom;

Whereas on March 17, 2025, Charlie Kirk was appointed by President Donald J. Trump, the Commander-in-Chief of the United States Armed Forces, as a member of the United States Air Force Academy Board of Visitors; and

Whereas Charlie Kirk admonished at a meeting of the United States Air Force Academy Board of Visitors on August 7, 2025, the following regarding the importance of teaching Air Force Academy cadets about American

New AOG Award CK Recipient (3 of 4 pages)

First Recipient of AOG Award to US Citizen Exemplifying the Values of the Air Force Academy

Exceptionalism:

"The importance of this institution goes back to one other thing I know this board wants to focus on [which] is that when we're educating them, we need to educate them towards "being something," towards being a warrior, but for what?

It's one thing to strip away the DEI and Critical Race Theory– of which we're going to be continually, politely bothering you on with questions.

But also we want to make sure that the cadets over the course of four years can articulate and they can feel in their soul American Exceptionalism, what they're willing to die for. What is that Constitution that they're swearing an oath to?

It shouldn't just be here's American history. We want them to be on fire because good leaders can articulate "The Why".

Of course, there's a self-selection, they're coming here for a reason, because they love the country. But we want them to understand at a deeper, more fundamental level, American Exceptionalism.

If I could submit a recommendation in the curriculum education department: what does success look like when they throw their cap up in the air after four years?

That they are an advocate for the Exceptionalism of this project, not just a tool for the military, but they are able to articulate it, that they're able to tell the people that they're going to be leading in those tough days: here's why we're fighting so hard, here's why we're sacrificing.

It's not enough just to say we want them to be good at programing AI and flying drones and being able to lead. But what are they leading towards?

Well, we want America to dominate this century and in order to dominate, we have to know what we are and who we are. It's imperative that these cadets know that we are the greatest nation ever, and those roots. Not any sort of question about that.

That's what makes this institution different. This is not Harvard. This is not Dartmouth, where they can spread anti-American ideas. If you don't want to defend the country, that's fine, you can go to University of Colorado Boulder. There's plenty of people that don't want to do that.

But Air Force cadets are here to understand the beauty of this country. I want to see even more of that. And I know that's there." (Emphasis added.)

New AOG Award CK Recipient (4 of 4 pages)

First Recipient of AOG Award to US Citizen Exemplifying the Values of the Air Force Academy

Whereas, the Air Force Academy Association of Graduates Board of Directors agrees with the words of Charlie Kirk quoted above;

Now, therefore, be it Resolved, that the Air Force Academy Association of Graduates:

(1) Condemns in the strongest possible terms the assassination of Charles "Charlie" James Kirk, and all forms of political violence;

(2) Commends and honors the dedicated law enforcement and emergency personnel for their tireless efforts in finding the suspect responsible for the assassination of Charlie Kirk and urges the administration of swift justice to the suspect;

(3) Extends its deepest condolences and sympathies to Charlie Kirk's family, including his wife, Erika, and their two young children, and prays for comfort, peace, and healing in this time of unspeakable loss;

(4) Honors the life, leadership, and legacy of Charlie Kirk, whose steadfast dedication to the Constitution, civil discourse, and Biblical truth inspired a generation to cherish and defend the blessings of liberty and the American Creed;

(5) Calls upon all Americans—regardless of race, party affiliation, or creed—to reject political violence, recommit to respectful debate, uphold American values, and respect one another as fellow Americans; and

(6) Pronounces that the United States Air Force Academy Association of Graduates hereby selects Charlie Kirk as the first recipient of the XXX Award given annually to a non-Air Force Academy graduate who has demonstrated significant national service, moral character and leadership by exemplifying the Air Force Academy's core values of "Integrity First. Service Before Self. Excellence in All We Do."

Special Committee (SM) to Deliberate Appointed Director Motions

Author: Director Dan Bohlin

Per previous notice given at the Board's 28 AUG Adjourned Meeting and IAW AOG Bylaws, Article VIII. COMMITTEES, Section 1, Creation/Designation of Committees, and applicable paragraphs in RONR, 12th ed., Chapter XVI, BOARDS AND COMMITTEES, Sections 50-51, I move the Board:

1. Establish a special committee (SC) composed of no more than six (6) elected Board members plus the CAS President, who select their Chairperson, to

2. Deliberate on the three (3) postponed motions pertaining to appointed directors made at the Board's 25 JUL regular meeting and provide an interim report to the Board at its next regular meeting regarding: (a) key assumptions, (b) considerations and (c) possible courses of action, then

3. At the following regular meeting, the SC will provide a final report to the Board for its consideration; the report will include proposed action item(s) and a final approval suggestion.

Note: Neither the AOG Bylaws nor RONR, 12th ed., discusses nor has any provisions for a "joint committee" that shares duties among two or more established standing committees. Both sources of AOG Board governance cite conduct, rules, etc. only for either a standing or a special committee. In consideration of the Governance Committee's duties stated in the AOG Bylaws, **Article VII. COMMITTEES, Section 6, Standing Committees, para d. Governance Committee (GC),** I move the Board:

Assignments for February Meeting

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

- AOG / AFAF Update
- Committees / CAS Reports
- Assign Gov. Policies Cat. 2 / Calendar Motions
- Review Investment Report
- Approve Election Timeline and Rules

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

COMMITTEES OF THE BOARD

The AOG Board of Directors has approved the following list of Committees of the Board and their membership for the 2025-2027 Board terms. Colorado law requires that committee membership be approved by the Board of Directors and membership may be notified throughout the term. Members are actively encouraged to volunteer.

Audit Committee (*Bylaws-directed Standing Committee; chair must be a director; normally includes an additional director and other AOG members; may have non-grad member with Board approval; size determined by Board; one member should be CPA)*

Voting Members
William "Trapper" Carpenter '73 (Chair)
Garry Dudley '68
Denny Merideth '73
Ty Shandy '97 (Non-Director)
Dan Shafer '70 (Non-Director)

Non-Voting Members
Katie Willemarck, CFO

Finance and Investment Committee *(Bylaws-directed Standing Committee; Board Treasurer is chair; must have at least one more director; members must be AOG members; size determined by Board)*

Voting Members
Christian Evans '08 (Chair)
Rod Bishop '74

Non-Voting Members
Katie Willemarck, CFO
Glenn Strebe '87 (Non-Director)
Wes Williams '00 (Non-Director)
Steven Nelson '14 (Non-Director)

Governance Committee *(Bylaws-directed Standing Committee; must be chaired by Board vice chair; have at least 2 additional directors; members must be graduate AOG members; size and composition determined by Board)*

Voting Members
Lee Krauth '72 (Chair)
Dan Bohlin '71
Denny Merideth '73
Jennifer Walters '11
Skip Morgan '72 (Non-Director)

Investment Subcommittee *(At least one board member and no more than four others approved by Finance & Investment Committee)*

Voting Members
Rod Hennek '75 (Chair)
Christian Evans '08
Kathleen Barchick '89 (Non-Director)
Rustin Yerkes '96 (Non-Director)
Bill Jennings, USAFA/DFM (Non-Director)

Non-Voting Members
Mark Hille '97, CEO
Katie Willemarck, CFO

Nominating Committee *(Bylaws-directed Standing Committee; must have 2 directors, one of whom will chair; must have 5 non-directors who are graduate AOG members)*

Voting Members
Nathan Dial '10 (Chair)
Hank Hoffman '63
Bob Lowe '71
David "DT" Thompson '85
Alexander Fogassy '12

Non-Voting Members
Eric Hembling '20 (Non-Director)
Johnston Hall '12 (Non-Director)
Krystal Grunell '11 (Non-Director)

Marc Fulson ’03 (Non-Director)
Tish Norman ’85 (Non-Director)
Tom Berry ’71 (Non-Director)
Dana Drenkowski ’68 (Non-Director)

External Communications Committee (*Bylaws-directed Standing Committee)*
The committee will develop language for the Bylaws and other governing documents, develop proposed enduring themes and messages, identify topics and emerging issues, and begin to develop an external engagement plan.

Voting Members
David “DT” Thompson ’85 (Chair)
Rod Bishop ’74
John Cinnamon ’91
Christian Evans ’08

Non-Voting Members
Mark Hille ’97, CEO

Election Hot Wash Task Force The Election Hot Wash Task Force will review the data and report out on the 2025 AOG Board Election process.

Members
Christopher Walker ’88
Jennifer Walters ’11

Implementation Task Force The Implementation Task Force has three parts: (1) working on transparency, (2) giving graduates a voice, and (3) engagement. Director Walter will report to the Board on the three areas at the February, April, and July meetings.

Members
Christopher Walker ’88

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Board of Directors Meeting
19 February 2026
Doolittle Hall Assembly & Zoom
7:30 a.m. – 3:00 p.m.

7:30 – 8:00 a.m. | Breakfast | Doolittle Hall Library

8:00 a.m.

Agenda

I. Call to Order/Chairman's Welcome
II. Moment of Silence
III. Pledge of Allegiance
IV. Shared Values & Duty of Care, Loyalty and Obedience
V. Approval of the Consent Agenda
    a. 17 October 2025 Special Meeting Minutes
    b. 17 October 2025 Board Meeting Minutes
VI. Approval of the Agenda
VII. Staff Reports
    a. CEO Report (*Mark Hille*)
    b. EVP of Alumni Relations Report (*Michael "Baja" Cornelius*)
    c. SVP of Marketing and Communications (*Wyatt Hornsby*)
    d. SVP of Engagement Report (*Naviere Walkewicz*)
VIII. Membership Minute (*Up to 30 minutes will be set aside for members to provide comments.*)

9:30 – 9:45 a.m. | Break

9:45 a.m. – 12:15 p.m.

IX. Class Advisory Senate – Update *(Director Cinnamon)*

X. Reports of Committees

a. Finance and Investments Committee *(Director Evans)*

i. Investment Report (*Rod Henneck*)

ii. Travel Stipend, Dependent Scholarship Fund, Davis Fund (*Katie Willemarck*)

b. Nominating Committee *(Director Dial)*

i. Awards

ii. Election Timeline Preparation

iii. Replacement Director Pool

c. Audit Committee *(Director Carpenter)*

i. Update on Annual Audit Date

d. External Communication Committee *(Director Thompson)*

e. Governance Committee *(Director Krauth)*

i. Governance Policies Category II

XI. Task Force Updates

a. Implementation *(Director Walker)*

12:15 – 12:45 p.m. | Lunch | Doolittle Hall Library

12:45 – 1:30 p.m.

XII. Motions*

a. Resolution of Commendation for Class Advisory Senate

b. Committee on Policy Manual

c. Remove & Replace AOG Bylaws, Article V, Section 6

d. Parliamentarian Duties

**In accordance with Robert's Rules of Order (RONR), Directors can propose motions during the meeting.*

1:30 – 2:00 p.m.

XIII. Other Topics of Discussion

a. Review of Recent Government Accountability Office (GAO) Reports (*Skip Morgan*)

b. Good of the Order - Opportunity for Directors to offer brief, informal observations, compliments or suggestions concerning the work of the organization. Designed for non-substantive discussion regarding the welfare of the organization (*1-2 mins per Director who wishes to comment*)

2:00 p.m.

XIV. Executive Session

a. Awards Discussion & Voting - Article V, Section 8, C

b. Personnel Update - Article V, Section 8, C

c. Legal Update - Article V, Section 8, E

3:00 p.m.

XV. Adjourn / Assignments for next meeting, April 2026

c. AOG/AFAF Update

d. Committees/CAS Reports

e. Governance Policies Category III Review

f. Election Timeline & Rules

g. Review Endowments

h. Audit and IRS Form 990

6:30 – 8:30 p.m. | Optional Evening Event

AOG Board Dinner

The Margarita at Pine Creek

Attire: Business Casual

AOG Board of Directors Meeting

19 February 2026

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Agenda

1 Call to Order

2 Chairman's Welcome

3 Moment of Silence & Pledge of Allegiance

4 Shared Values

5 Approval of Consent Agenda

6 Approval of Agenda

7 Membership Minute

8 Staff Reports

9 Class Advisory Senate

10 Reports of Committees

11 Task Force Updates

12 Motions

13 Other Topics of Discussion

14 Executive Session

CALL TO ORDER/
CHAIRMAN'S WELCOME

MOMENT OF SILENCE/
PLEDGE OF ALLEGIANCE

SHARED VALUES

&

DUTY OF CARE, LOYALTY, AND OBEDIENCE

Shared Values: Character (Space Force Handbook 1-1)

- ***Character above all***. We defend the Constitution and serve the nation. Serving the nation presents us with difficult dilemmas daily, and effectively navigating those dilemmas requires us to be principled in our approach.
- Character is the first value because it lays the foundation for trust, teamwork, and good order and discipline. Without it, the other three values are diminished
- **I will act with integrity, honesty, candor, and dedication to the team.** Integrity and honesty mean being completely truthful. Guardians do not hide truths, present partial information, or misrepresent.
- **I will be accountable to you and the team for my decisions and actions.** When individuals take personal responsibility for their actions, it builds trust and provides opportunities to learn and grow. Accountability to the team also reinforces the idea that we put the team's interests first.
- **I will uphold the highest standards and live our values.** This is a personal affirmation that each one of us will do our best to maintain high character and live in a manner that generates trust.

Duty of Care, Duty of Loyalty, Duty of Obedience

Duty of Care:

- Directors must act:
- In good faith; With prudence and diligence
- In a manner the Director reasonably believes to be in the best interests of the nonprofit

Duty of Loyalty:

- Directors are obligated to put the organization's interest ahead of any personal, private or competing interest,
- Included in the Duty of Loyalty is the Duty of Confidentiality
- Directors must not disclose confidential information discussed at a board meeting,
- Directors must not disclose personal information that they've received as part of their position on the Board;
- Directors must not share outside the AOG information obtained as part of their position, including sharing discussions and/or arguments within Board deliberations once the Board has decided on the matter.

Duty of obedience:

- Directors responsible for ensuring the organization complies with federal, state, & local laws
- Directors must ensure the organization's and their individual activities comply with the AOG's stated mission and purpose, as well as the Board's own internal guidance, bylaws, and policies;
- Directors must carefully guard against any conflict of interest This includes not merely financial conflicts of interest, but any conflict of interest with a Director's other personal, business, social and political interests

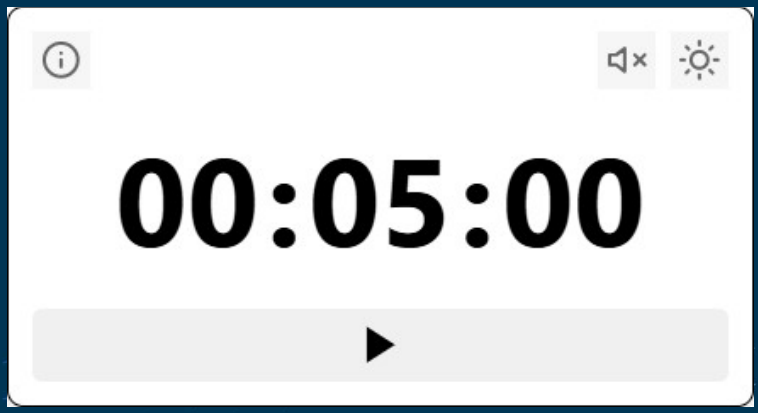
APPROVAL OF CONSENT AGENDA

16 October 2025 Special Meeting Minutes

17 October 2025 Board Meeting Minutes

APPROVAL OF AGENDA

MEMBERSHIP MINUTE



CEO Report

Mark Hille ‘97

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Year in Review

Engagement

- Reunions, Next of Kin, Career Services
- Next Generation Advisory Council
- Prepared Graduate survey in 2026 – 8,000 additional members since 2021

Philanthropy

- Fundraising results exceed final year of campaign – improved balance sheet
- Graduate donor count down 5% from 2024; flat from 2023
- New endowments for graduate programs and key heritage projects

Year in Review

Stewardship

- Stronger controls on gift funds – working on similar capability at USAFA
- Expanded 2025 reporting, with further expansion in 2026
- Advertising & sponsorship revenue still lags

Communications

- Brand and website launch complete
- Merchandise hit record in 2025 - quality and impact of offerings important

Organizational Excellence

- Incorporating results from employee survey and feedback
- Move into Wecker Hall in June, growing impact on team performance

EVP of Alumni Relations Report

Michael “Baja” Cornelius ‘00

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Chapters & Affinity Groups

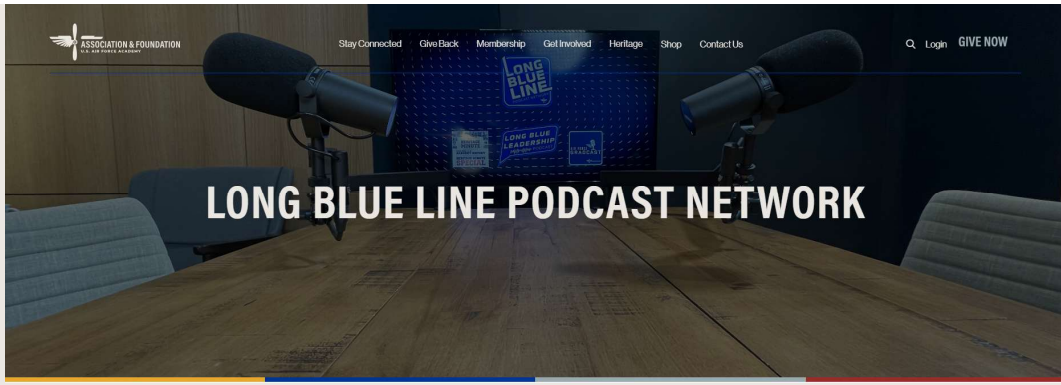
- Chapters
  - ~50 active Chapters, with 11 Distinguished Chapters for 2025 - two new additions (highlighted)
  - Weekly and quarterly calls being conducted with Chapter Presidents in alignment with our 2026 Operating Plan
  - Chapters now integrated with Long Blue Leadership Podcast Network (Gradcast)
    - Rick Wright (N TX), Mike Rose (SC), & Joe Facenda (LA-CA) have joined us so far ; Blue Chile is next!
- Affinity Groups
  - 13 active Affinity Groups, with three new additions (highlighted)
  - USAFA Women is actively engaged in the 50th Anniversary celebration of women at the Military Service Academies
  - Academy Boxing is active in Coach Weichers' gym dedication/fundraiser, as well as the Wing Open

2025 Distinguished Chapters	Chapter Presidents
Central Oklahoma Chapter	Lee Curtis '85
Blue Chile Chapter of New Mexico	Mark Niece '79
Granite State Chapter	Don Sutton '68
Las Vegas Chapter	David Gibbs '79
North Texas Chapter	Rick Wright '74
Rampart Chapter	Dan Beatty '76
Red Baron Chapter, Germany	Mark "Magua" Oldford '91
Sacramento Chapter	Brian Handshoe '91
South Carolina Chapter	Mike Rose '69
Tennessee Chapter	Kevin Divers '98
Twin Cities Area Chapter	Curt Brown '78

Affinity Groups	POC
Academy Boxing	JJ Homan ‘06
Academy Women	Susan Feland ‘93
Bolt Brotherhood	Garrett Kauppila ‘19
Drum and Bugle	Erin Hammond ‘18
E Pluribus Unum	Bentley Rayburn ‘75
Gymnastics	Mark Zamzow ‘78
History	Larry Weaver ’76
Jurassic Park	Brandon Baker ‘92
Rugby	Harry Laws ‘69
	Sarah Emory ’98
	Brennan Gallagher ‘11
USAFA Women	Tanya Hurwitz ‘95
Way of Life	Lindsey White ‘00
	Shayla CantySmith ‘04
Zoomies Against Sexual Assault (ZASA)	Kathryn Smith ’82
Falcon Health Professions	Jacques Van Ryn ‘75

Firstie Departure

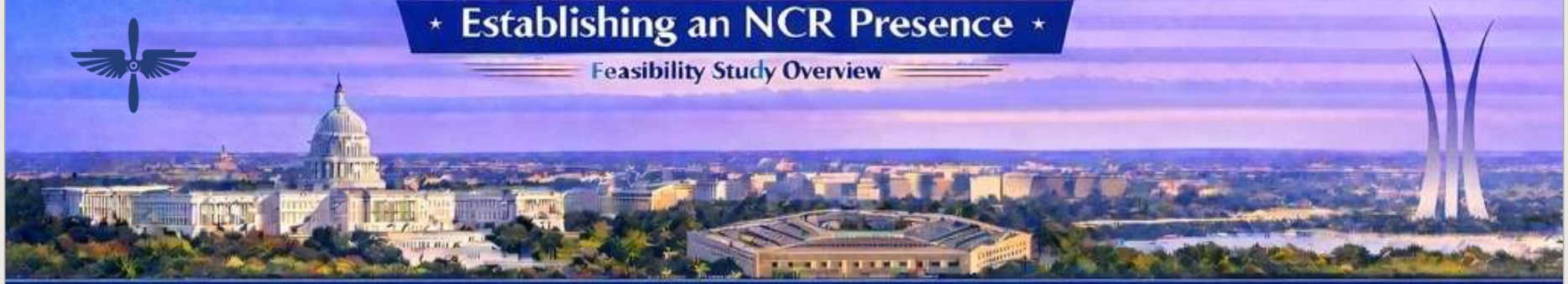
- Firstie Departure dovetails with USAFA's Officer Launch Program, which has core (mandatory) lessons
- Core lessons are provided by squadron commanders as part of baseline knowledge for all Firsties (e.g., myPay, LES, TSP, SGLI, etc.)
- Elective lessons have significant overlap with topics of interest from a Class of '26 survey (~30% response rate), but can't be completely covered via traditional means
  - Real Estate (91%)
  - First Duty Station Expectations (89%)
  - Finance, Budgeting, Insurance, & Retirement Planning (89%)
  - Marriage, Money, & Military Life (77%)



- In coordination with the Cadet Wing, we are developing a multi-layered solution to reinforce learning without the associated demand on time
- Expert Podcast: Invite cadets to participate in a recorded discussion with a (graduate) subject matter expert on the highest-rated topics from the survey
  - This would be part of our **Long Blue Line Podcast Network** and available on our website for on-demand access by cadets and graduates alike
  - Graduate volunteers would be interviewed by cadets to share their experiences across the various topics of interest
- This also aligns with our **NextGen** strategy, **career services** and transition support efforts, and provides another avenue for graduates to give back to USAFA

★ Establishing an NCR Presence ★

Feasibility Study Overview



WHY NCR?

- U.S. Security & Policy Hub
- Senior Alumni Concentration
- Philanthropy & Partnerships

ALIGNMENT TO MISSION:

Support | Serve | Preserve

Support USAFA	Serve Graduates	Preserve Heritage
Institutional Priorities	Career Transition	National Brand
Philanthropic Growth	Leadership Development	Legacy Stewardship

COST STRUCTURE

- Personnel & Office
- Events & Travel
- Marketing & Compliance

★ SPECTRUM OF OPTIONS (COAs) ★

COA 1 Virtual Presence	COA 2 Anchor Staff	COA 3 Small Office	COA 4 Flagship Center
Low Investment | Pilot Model	Moderate Investment | Relationship Model	High Investment | Brand & Pipeline	Maximum Investment | Strategic Asset
+ Minimal Cost & Flexible	+ High-Touch Engagement	+ Visible Commitment	+ Major Fundraising Hub
− Limited Visibility	− Scalable, Individual Dependent	− Higher Fixed Costs	− High Financial Risk



Congress & Agencies | Senior Alumni Leaders | Defense Industry | Philanthropic Networks

RISK ASSESSMENT & MITIGATION

Financial	Mission Creep	Compliance	Reputational
• ROI Uncertainty	• Scope Drift	• Ethics/Lobbying Exposure	• Perceived Favoritism
✓ Phased Rollout + Annual Review	✓ Clear Charter + KPIs	✓ Legal Oversight & Training	✓ Transparency & Governance

Lowest Risk → Highest Risk

Estimated Costs



RETURN ON INVESTMENT

Quantitative	Qualitative
• Fundraising Growth	• Strategic Influence
• Donor Pipeline	• Brand Credibility

RECOMMENDED PATH FORWARD

- **Phase 1:** Launch COA 1 or 2 (12-24 Months)
- **Phase 2:** Evaluate KPIs & Impact
- **Phase 3:** Scale to COA 3 or 4 If Justified

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Questions?

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

SVP of Marketing & Communications Report

Wyatt Hornsby

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Framework for AOG Board Communications to Members

Feb. 19, 2026

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Goals

- Ensure communications from AOG board to AOG members are timely, transparent, accurate and aligned with mission.
- Open new lines of communication for members to better understand and engage with AOG's governing board and its business on behalf of members.

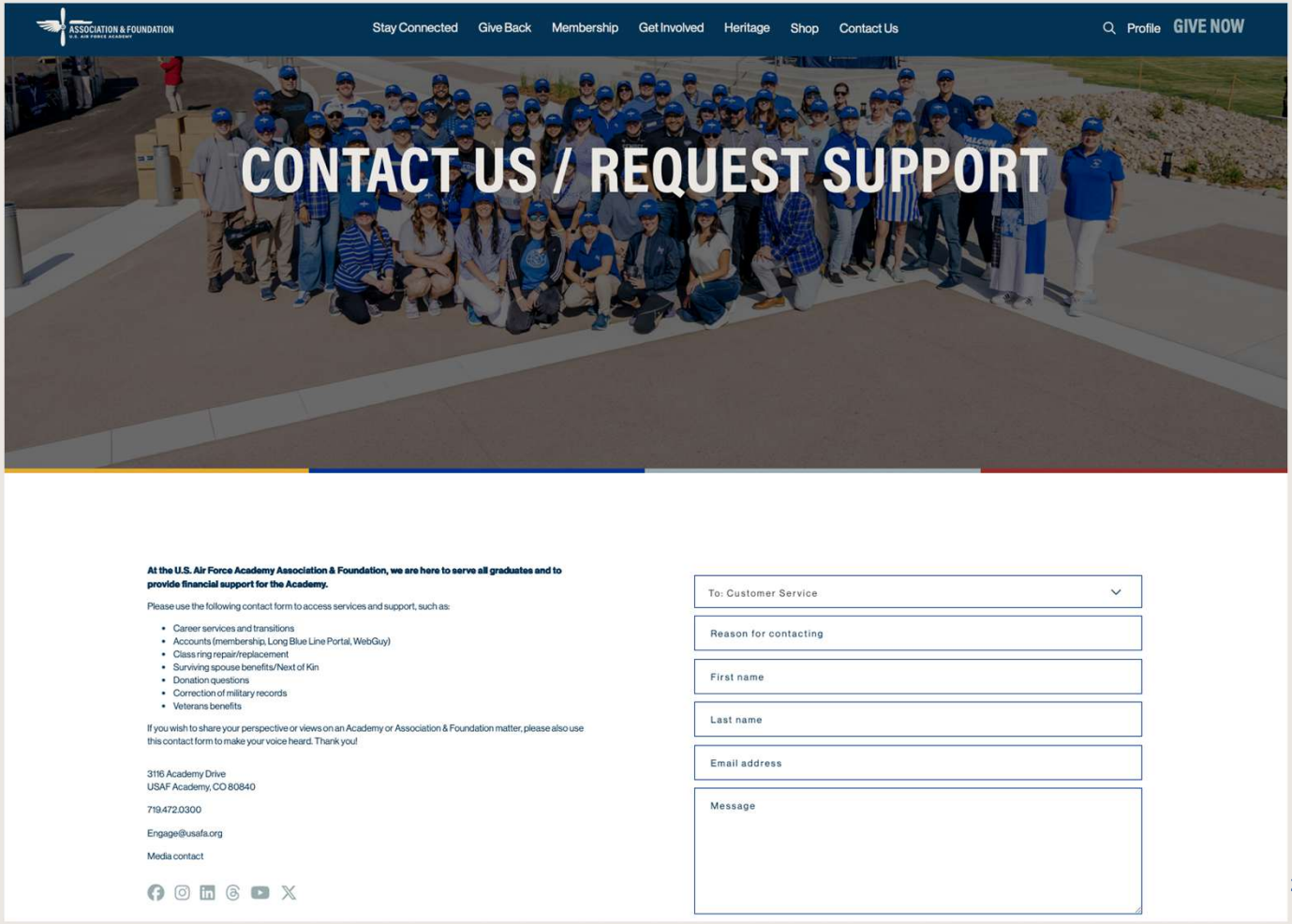
Actively communicating about AOG governance and board business is foundational to an engaged membership.

Approach

Product	Method	Timing	Annual Total
Meeting agenda and livestream info	Email, website	At least 10 days prior	4+
Livestreaming meetings	Livestream	Real time	4
Board meeting minutes and video	Email, website	Within 2-3 weeks of meeting	4+
Bylaws updates	Email, website	Within 2-3 weeks of meeting	As needed
Board chair column	Checkpoints, website	March, June, September, December	4
Other board updates	Email, podcast, website	At least quarterly	4-8
Feedback	Email, website, social media	Ongoing	Ongoing

Two-Way Dialogue

- Engage@usafa.org
- Website contact form
- Social media DMs
- Gather and summarize feedback
- Surveys



THANK YOU

SVP of Engagement Report

Naviere Walkewicz ‘99

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Engagement Division Update:
NextGen Activation & 2026 Graduate Survey

Naviere Walkewicz ’99

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U.S. AIR FORCE ACADEMY

NextGen Update

NextGen: From Insight to Activation

NextGen Survey Top Themes:

- Work after Active Duty (28%)
- *Support for Grads in Need (23%)*
- Social Activities (22%)
- Professional Development (17%)

2026 Engagement Roadshow:

Meeting Grads Where They Live, Work and Serve.

A community-driven execution model.



- 12-month engagement cycle
- Dense NextGen populations/active regions
- Conference ecosystem alignment
- Chapter and Parent Club Integration
- NextGen Advisory Council network activation
- Cohesive A&F brand awareness

2026 Graduate Survey Update

2022 Graduate Survey Snapshot

8,616 participants (17%)

Pride Levels:

40% High Pride in USAFA

40% Neutral Pride in USAFA

20% Low Pride in USAFA

Personas:

7% Actively Engaged

26% Proud and Show it

47% Inwardly Proud

7% Not Valued

5% Lost Interest

8% At Odds

What We Heard

Top Pride Drivers
- Flyovers
- Positive Media Coverage
- Classmate Connection
- Class Ring/USAFA Apparel

Top Support Needs
- Career Transitions (79%)
- Mentorship (66%)
- Access to Academy (62%)

- 2022 Survey directly informed 2023–2028 Joint Strategic Plan
- Programs and priorities aligned to identified graduate needs
- 2026 Survey will measure directional progress and provide insight into future strategic priorities

Key Highlights

- Third-party confidentiality safeguards
- Survey length under 10 minutes
- Targeting participation at or above 2022 baseline (17%)
- Open to all graduates

2026 Survey Design

Carryover from 2022 to Analyze Trends

- Levels of pride
- Personas
- Baseline comparability

Updates

- Mission priority ranking
- AOG service/advocacy role clarity
- Joint mission awareness

2026 Graduate Survey Timeline

February:
- Survey Marketing on Social Channels, Website, ZoomiEnews, Email

March:
- Unique code identifier for each graduate
- Survey runs 2 – 31 March 2026
- Includes email and text reminders

April/May:
- Data Review and Analysis by Market Perceptions

June:
- Third-party data presentation to Boards (full review session)

July:
- Broad summary presentation to AOG and Foundation Boards

Summer/Fall
- Results shared with graduate community

Questions

BREAK

Class Advisory Senate

Director Cinnamon

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Reports of Committees

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Finance and Investments Committee

Director Evans

Investment Committee
February 2026

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Investment Subcommittee

Voting Members

Rod Hennek ‘75 (Chair)

Christian Evans ‘08

Kathleen Barchick ‘89

Rusty Yerkes ‘96

Bill Jennings USAFA/DFM

Non-Voting Members

Mark Hille ’97, CEO

Katie Willemarck, CFO

Q4 2025: Market Rally Continues But Not Without Questions

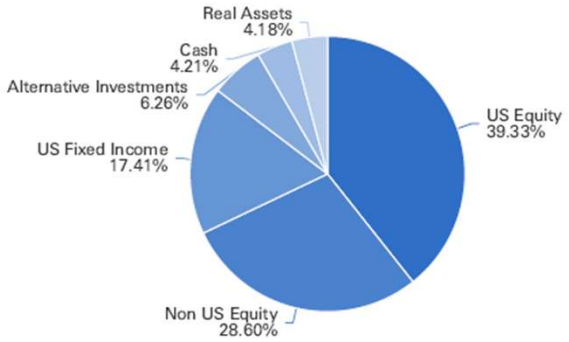


Association of Graduates

As of 12-31-2025

Current Allocation

Asset Class	Current Value	Current Allocation
US Equity	$24,162,444	39.33%
Non US Equity	$17,571,282	28.60%
US Fixed Income	$10,697,916	17.41%
Alternative Investments	$3,846,898	6.26%
Real Assets	$2,568,871	4.18%
Cash	$2,589,458	4.21%
Total	**$61,436,869**	**100.00%**



Summary of Cash Flows

	Current Quarter	YTD	1 Yr.	3 Yr.	5 Yr.	10 Yr.	Since Inception
Starting Value	$60,036,503	$52,510,485	$52,510,485	$48,582,023	$53,974,955	$43,169,589	$8,198,683
Net Cash Flow	($499,980)	($681,428)	($681,428)	($12,110,925)	($12,691,906)	($23,683,097)	$3,614,416
Net Investment Change	$1,900,346	$9,607,812	$9,607,812	$24,958,282	$20,146,331	$41,942,888	$57,814,964
Ending Value	$61,436,869	$61,436,869	$61,436,869	$61,436,869	$61,436,869	$61,436,869	$61,436,869

Return Summary

	MTD %	QTD %	YTD %	1 Yr. %	3 Yr. %	5 Yr. %	10 Yr. %	Inc. %	Inc. Date
Total	**1.32**	**3.17**	**18.47**	**18.47**	**16.33**	**7.47**	**8.70%**	**7.04**	**Sep 2003**
Index Composite - USAFA Policy Benchmark	*0.95*	*2.84*	*19.33*	*19.33*	*16.74*	*9.64*	*9.32%*	*7.61*	
Index Composite - Dynamic Benchmark	*0.72*	*2.47*	*17.12*	*17.12*	-	-	-	-	
Russell 3000	*(0.14)*	*2.10*	*15.67*	*15.67*	*20.52*	*11.54*	*12.39%*	*8.83*	
S&P 500	*0.06*	*2.65*	*17.88*	*17.88*	*22.98*	*14.42*	*14.81%*	*10.93*	
Russell 2000	*(0.58)*	*2.19*	*12.81*	*12.81*	*13.72*	*6.09*	*9.61%*	*8.65*	
MSCI ACWI Ex US TR	*3.02*	*5.11*	*33.11*	*33.11*	*17.94*	*8.45*	*8.94%*	*7.61*	
Bloomberg US Agg	*(0.15)*	*1.10*	*7.30*	*7.30*	*4.66*	*(0.36)*	*2.01%*	*3.31*	

Association of Graduates

As of 12-31-2025

Asset Allocation by Asset Class

	Value ($)	% Of Portfolio	Policy (%)	Difference (%)
US Equity	**24,162,444**	**39.33%**	**33.84**	**5.49**
Dodge & Cox Stock Fund Cl I	6,717,622	10.93%		
Harbor Capital Appreciation Instl	6,889,227	11.21%		
Vanguard Total Stock Market Index Fund Admiral Shares	10,555,595	17.18%		
Non US Equity	**17,571,282**	**28.60%**	**26.39**	**2.21**
Causeway International Value Fund Instl Cl	3,919,162	6.38%		
Nomura Emerging Markets Instl Cl	3,890,404	6.33%		
T. Rowe Price Internatio Nal Discovery I	2,250,161	3.66%		
Vanguard Total International Stock Index Fd Admiral Shr	3,968,139	6.46%		
WCM Focused International Growth Fd Instl Cl	3,543,415	5.77%		
US Fixed Income	**10,697,916**	**17.41%**	**18.45**	**(1.04)**
PIMCO Income Fund Instl Cl	2,272,748	3.70%		
Vanguard Core Bond Fund Admiral	2,121,673	3.45%		
Vanguard Short-Term Investment-Grade Adm	2,574,773	4.19%		
Vanguard Ultra-Short-Term Bond Fd Admiral	3,728,723	6.07%		
Alternative Investments	**3,846,898**	**6.26%**	**14.40**	**(8.14)**
Blackstone Alternative Multi Strategy Fund Cl I	1,818,138	2.96%		
Principal Global Multi Strategy Fund Instl Cl	2,028,761	3.30%		
Real Assets	**2,568,871**	**4.18%**	**3.24**	**0.94**
Cohen & Steers Instl Realty Shares Fund	2,568,871	4.18%		
Other			1.35	(1.35)
Cash	**2,589,458**	**4.21%**	**2.33**	**1.88**
Cash	1,489	0.00%		
First Am Govt Ob FD CL Z	327,011	0.53%		
Schwab Treasury Oblig Money Ultra	2,260,959	3.68%		
Total	**61,436,869**	**100.00%**	**100.00**	

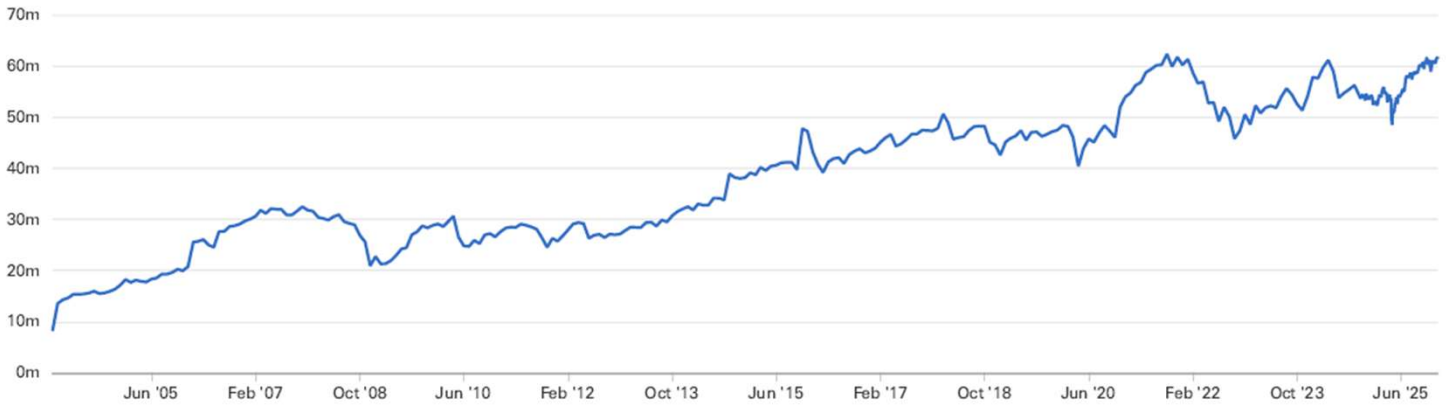
Association of Graduates As of 12-31-2025

Asset Class Performance Summary

Legal Entity	Value	% Of Port.	MTD	QTD	YTD	1 Yr.	3 Yr.	5 Yr.	10 Yr.	Inc. %	Inception Date
Association of Graduates	**$61,436,869**	**100.00%**	**1.32**	**3.17**	**18.47**	**18.47**	**16.33**	**7.47**	**8.70**	**7.04**	**Sep 2003**
Equity	**$41,733,726**	**67.93%**	**1.95**	**4.12**	**23.96**	**23.96**	**20.61**	**9.75**	**11.40**	**8.79**	**Sep 2003**
US Equity	$24,162,444	39.33%	0.15	1.98	15.27	15.27	22.38	12.48	14.66	11.14	Sep 2003
S&P 500			*0.06*	*2.65*	*17.88*	*17.88*	*22.98*	*14.42*	*14.81*	*10.93*	
Non US Equity	$17,571,282	28.60%	4.54	7.28	39.23	39.23	18.44	6.14	8.53	6.82	Sep 2003
MSCI ACWI Ex US			*3.00*	*5.05*	*32.39*	*32.39*	*17.32*	*7.90*	*8.41*	*7.12*	
Fixed Income	**$10,697,916**	**17.41%**	**0.15**	**1.42**	**7.35**	**7.35**	**6.08**	**1.52**	**2.40**	**3.73**	**Nov 2005**
Bloomberg US Agg			*(0.15)*	*1.10*	*7.30*	*7.30*	*4.66*	*(0.36)*	*2.01*	*3.29*	

Association of Graduates As of 12-31-2025

Market Value History



Annual Investment Growth

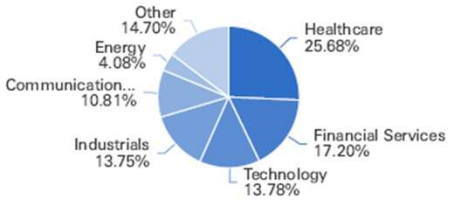
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	YTD
Association of Grad...											
Beginning Market V...	$39,113,088	$43,169,589	$43,962,809	$47,829,835	$42,564,756	$48,390,306	$53,974,955	$61,322,865	$48,582,023	$57,801,863	$52,510,485
Net Cash Flow	$5,517,734	($2,231,799)	($3,078,138)	($1,892,683)	($2,145,537)	($1,643,034)	$119,019	($700,000)	($104,806)	($11,324,691)	($681,428)
Ending Market Value	$43,169,589	$43,962,809	$47,829,835	$42,564,756	$48,390,306	$53,974,955	$61,322,865	$48,582,023	$57,801,863	$52,510,485	$61,436,869

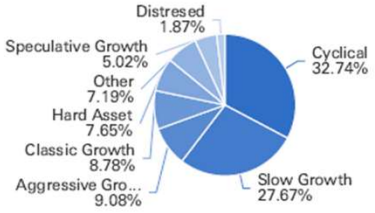
Calendar Year Returns

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	YTD
Association of Graduates	(3.13%)	7.53%	16.68%	(6.91%)	18.80%	15.82%	13.23%	(19.61%)	19.42%	11.33%	18.47%
USAFA Policy Benchmark	*(2.06%)*	*6.43%*	*17.01%*	*(7.25%)*	*20.83%*	*10.35%*	*15.79%*	*(14.01%)*	*18.23%*	*12.80%*	*19.33%*

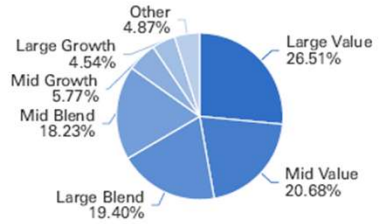
Dodge & Cox Stock Fund Cl I

The investment seeks long-term growth of principal and income; a secondary objective is to achieve a reasonable current income. The fund invests primarily in a diversified portfolio of equity securities. It will invest at least 80% of its total assets in equity securities, including common stocks, depositary receipts evidencing ownership of common stocks, certain preferred stocks, securities convertible into common stocks, and securities that carry the right to buy common stocks. The fund may invest up to 20% of its total assets in securities of non-U.S. issuers that are not in the S&P 500 Index.





Dodge & Cox Stock ...	
Ticker Symbol	DODGX
Benchmark	Russell 1000 Value TR
Morningstar Category	Large Value
Inception Date*	Sep 2003
Net Expense Ratio	0.51
Number of Holdings	86
PE Ratio	19.28
MStar SEC Yield	1.32%



Morningstar's Return Summary (Trailing)

	3Mth (%)	Rank	YTD (%)	Rank	1 Yr. (%)	Rank	3 Yr. (%)	Rank	5 Yr. (%)	Rank	10 Yr. (%)	Rank
Dodge & Cox Stock Fund Cl I	2.50	63	13.65	68	13.65	68	15.20	31	13.32	22	12.79	9
Benchmark Return	3.81		15.91		15.91		13.88		11.32		10.52	
Over/Under	(1.31)		(2.26)		(2.26)		1.32		2.00		2.27	

Morningstar's Annual Returns

	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
Dodge & Cox Stock Fund ...										
Annual Return	14.51	17.48	(7.22)	31.73	7.16	24.83	(7.07)	18.33	21.28	(4.49)
Benchmark Return	14.37	11.46	(7.54)	25.16	2.80	26.54	(8.27)	13.66	17.34	(3.83)
Over/Under	0.14	6.02	0.32	6.57	4.36	(1.71)	1.20	4.67	3.94	(0.66)

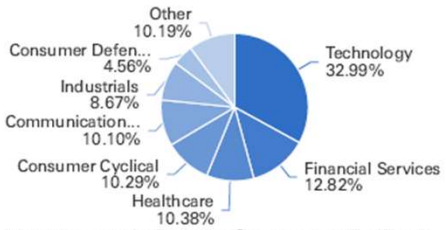
Client's Statistics Summary Since Inception*

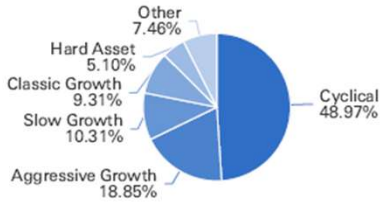
	Anlzd Std Dev	Anlzd Alpha	Beta	Up Market Cap Ratio	Down Mkt Cap Ratio	Sharpe Ratio	Tracking Error
Dodge & Cox Stock Fund Cl I	**16.80%**	**0.47%**	**1.08**	**142.05%**	**100.44%**	**0.54**	**6%**
Russell 1000 Value	*15.07%*					*0.54*	

Sector Allocation	% Of Portfolio
Basic Materials	3.07%
Communication Services	10.81%
Consumer Cyclical	3.87%
Consumer Defensive	2.39%
Energy	4.08%
Financial Services	17.20%
Healthcare	25.68%
Industrials	13.75%
Real Estate	2.56%
Technology	13.78%
Utilities	1.38%

Vanguard Total Stock Market Index Fund Admiral Shares

The investment seeks to track the performance of the CRSP US Total Market Index that measures the investment return of the overall stock market. The fund employs an indexing investment approach designed to track the performance of the index, which represents approximately 100% of the investable U.S. stock market and includes large-, mid-, small-, and micro-cap stocks. It invests by sampling the index, meaning that it holds a broadly diversified collection of securities that, in the aggregate, approximates the full index in terms of key characteristics. The fund is non-diversified.





Morningstar's Return Summary (Trailing)

	3Mth (%)	Rank	YTD (%)	Rank	1 Yr. (%)	Rank	3 Yr. (%)	Rank	5 Yr. (%)	Rank	10 Yr. (%)	Rank
Vanguard Total Stock Mark...	2.44	49	17.12	40	17.12	40	22.23	40	13.06	51	14.24	33
Benchmark Return	2.45		17.14		17.14		22.21		13.07		14.24	
Over/Under	(0.01)		(0.02)		(0.02)		0.02		(0.01)		0.00	

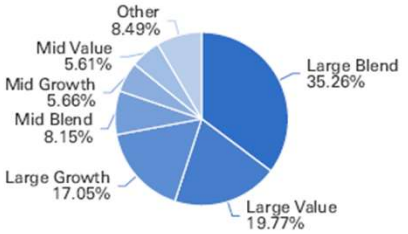
Morningstar's Annual Returns

	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
Vanguard Total Stock Mar...										
Annual Return	23.74	26.01	(19.53)	25.71	20.99	30.80	(5.17)	21.17	12.66	0.39
Benchmark Return	23.77	25.98	(19.49)	25.72	20.99	30.84	(5.17)	21.19	12.68	0.40
Over/Under	(0.03)	0.03	(0.04)	(0.01)	0.00	(0.04)	0.00	(0.02)	(0.02)	(0.01)

Client's Statistics Summary Since Inception*

	Anlzd Std Dev	Anlzd Alpha	Beta	Up Market Cap Ratio	Down Mkt Cap Ratio	Sharpe Ratio	Tracking Error
Vanguard Total Stock Market Ind...	**16.23%**	**0.00%**	**1.00**	**99.85%**	**99.96%**	**0.74**	-
Spliced Total Market Index	*16.23%*					*0.74*	

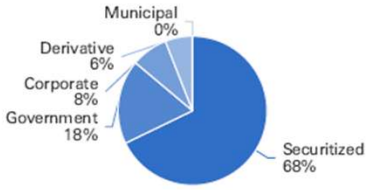
Vanguard Total Stoc...	
Ticker Symbol	VTSAX
Benchmark	Spliced Total Market Index
Morningstar Category	Large Blend
Inception Date*	Feb 2017
Net Expense Ratio	0.04
Number of Holdings	3526
PE Ratio	26.73
MStar SEC Yield	1.08%

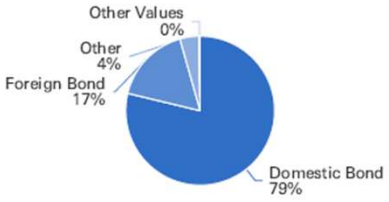


Sector Allocation	% Of Portfolio
Basic Materials	1.81%
Communication Services	10.10%
Consumer Cyclical	10.29%
Consumer Defensive	4.56%
Energy	2.95%
Financial Services	12.82%
Healthcare	10.38%
Industrials	8.67%
Real Estate	2.37%
Technology	32.99%
Utilities	2.34%

PIMCO Income Fund Instl Cl

The investment seeks to maximize current income; long-term capital appreciation is a secondary objective. The fund invests at least 65% of its total assets in a multi-sector portfolio of Fixed Income Instruments of varying maturities, which may be represented by forwards or derivatives such as options, futures contracts or swap agreements. It may invest up to 50% of its total assets in high yield securities rated below investment grade by Moody's, S&P or Fitch, or if unrated, as determined by PIMCO.





Morningstar Return Summary (Trailing)

	3Mth (%)	Rank	YTD (%)	Rank	1 Yr. (%)	Rank	3 Yr. (%)	Rank	5 Yr. (%)	Rank	10 Yr. (%)	Rank
PIMCO Income Fund Instl Cl	2.54	2	11.04	4	11.04	4	8.57	18	3.89	19	5.09	10
Benchmark Re...	1.10		7.30		7.30		4.66		(0.36)		2.01	
Over/Under	1.44		3.74		3.74		3.91		4.25		3.08	

Morningstar Annual Returns

	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
PIMCO Income Fund Instl Cl										
Annual Return	5.42	9.32	(7.81)	2.61	5.80	8.05	0.58	8.60	8.72	2.63
Benchmark Return	1.25	5.53	(13.01)	(1.54)	7.51	8.72	0.01	3.54	2.65	0.55
Over/Under (Morningstar)	4.17	3.79	5.20	4.15	(1.71)	(0.67)	0.57	5.06	6.07	2.08

Client's Statistics Summary Since Inception*

	Anlzd Std Dev	Anlzd Alpha	Beta	Up Market Cap Ratio	Down Mkt Cap Ratio	Sharpe Ratio	Tracking Error
PIMCO Income Fund Instl Cl	**4.52%**	**4.02%**	**0.70**	**99.29%**	**32.43%**	**0.75**	**4%**
Bloomberg US Agg	*5.93%*					*(0.15)*	

PIMCO Income Fund I...	
Ticker Symbol	PIMIX
Benchmark	Bloomberg US Agg TR
Morningstar Category	Multisector Bond
Inception Date*	Jan 2023
Net Expense Ratio	0.54
Number of Holdings	10160
MStar Yield to Maturity	6.61%
MStar SEC Yield	4.72%

Credit Quality	%
AA	63.98%
AAA	12.81%
BBB	9.27%
BB	3.98%
Below B	3.93%
A	3.40%
B	2.62%

Sector Breakdown	%
Agency Mortgage Backed	60.87%
Asset Backed	31.55%
Government	23.78%
Non Agency Residential Mortgage Backed	15.47%
Corporate Bond	9.74%
Swap	9.59%
Government Related	5.52%
Bank Loan	2.96%
Commercial Mortgage Backed	0.83%
Municipal Taxable	0.04%
Preferred	0.02%
Convertible	0.01%

Finance Committee
February 2026

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Finance and Investment Committee

Voting Members
Christian Evans ’08 (Chair)
Rod Bishop ‘74

Non-Voting Members
Katie Willemarck, CFO
Glenn Strebe ’87 (Non-Director)
Wes Williams ’00 (Non-Director)
Steven Nelson ’14 (Non-Director)

Statement of Financial Position as of December 31, 2025

Assets		2025	2024	$ Variance
Cash and Cash Equivalents		$ 1,332,195	$ 2,149,327	$ (817,132)
Merchandise Inventory		385,539	396,265	(10,727)
Pledges and Accounts Receivable		488,908	629,352	(140,444)
Prepaid Expenses and Other		245,556	241,305	4,251
Total Current Assets		**2,452,198**	**3,416,249**	**(964,051)**
Investments		61,316,386	52,601,488	8,714,898
Beneficial Interest in Trust		64,680,079	59,432,427	5,247,652
Fixed Assets	13,829,935			-
Less: Accumulated Depreciation & Amortization	(11,239,816)	2,590,119	2,888,025	(297,906)
Total Assets		***$ 131,038,782***	***$ 118,338,189***	***$ 12,700,593***
Liabilities				
Accounts and Other Payables		$ 1,733,403	$ 740,401	$ 993,001
Agency Deposits		1,713,155	1,550,346	162,809
Deferred Income and Unearned Life Memberships		2,320,758	2,448,670	(127,913)
Intercompany Payable (Receviable)		(61,085)	87,501	(148,586)
Other Liabilities		271,528	345,050	(73,522)
Total Liabilities		**$ 5,977,758**	**$ 5,171,969**	**$ 805,789**
Net Assets				
Unrestricted – AOG Operating Reserve			$ 1,338,455	$ (1,338,455)
Unrestricted-designated – for Short-term Purposes			169,182	(169,182)
Unrestricted-designated – for Endowments		5,534,808	5,534,808	-
Invested in Property and Equipment		2,590,119	2,888,025	(297,906)
Unrestricted-undesignated		35,998,463	30,156,538	5,841,925
Total Without Donor Restrictions		***44,123,391***	***40,087,008***	***4,036,383***
With Donor Restrictions		80,937,633	73,079,212	7,858,422
Total Net Assets		***125,061,024***	***113,166,219***	***11,894,805***
Total Liabilities and Net Assets		***$ 131,038,782***	***$ 118,338,189***	***$ 12,700,594***

Operating Statement of Activities as of December 31, 2025

	YTD Actual	YTD Budget	Variance	PY YTD
Revenues				
Donations and Contributions	$ 40,628	$ 7,500	$ 33,128	$ 183,615
In-Kind Contributions	**137,629**	-	**137,629**	-
Membership Dues	**982,328**	**1,036,298**	**(53,970)**	**982,844**
Merchandising	**861,111**	**1,000,000**	**(138,889)**	**754,656**
Member Services	14,750	21,030	(6,280)	13,510
Advertising and Sponsorships	***547,412***	***745,000***	***(197,588)***	***469,196***
Reunion Services	*294,393*	*271,500*	*22,893*	*287,897*
Administration Fees	116,153	66,000	50,153	111,213
Conferences	**116,881**	**240,000**	**(123,119)**	**153,486**
Royalties	134,864	124,000	10,864	128,180
Football Tickets and Tailgates	215,628	215,000	628	143,102
Activities and Social Events	51,888	77,820	(25,932)	57,891
Miscellaneous Income	138,936	40,147	98,789	52,944
Transfers from/(to) Restricted Funds	217,634	73,824	143,810	118,177
Total Revenues	**$ 3,870,235**	**$ 3,918,120**	**$ (47,884)**	**$ 3,456,712**
Operating Expenses				
Salaries and Wages	***$ 2,828,897***	***$ 2,914,917***	***$ (86,020)***	***$ 2,575,119***
Payroll Taxes	***217,179***	***242,054***	***(24,874)***	***190,332***
Benefits	***438,378***	***422,460***	***15,917***	***397,567***
Grants	63,833		63,833	4,324
Board Governance Costs	77,864	82,780	(4,916)	54,605
Professional Services	467,059	446,145	20,914	522,838
Professional Printing	185,282	235,575	(50,293)	231,783
Postage and Shipping	141,438	147,007	(5,569)	134,262
Merchandise Cost of Sales	396,796	420,000	(23,204)	368,334
Insurance and Bonding	122,231	88,920	33,311	83,827
Employee Travel and Meals	**73,612**	**165,714**	**(92,102)**	**98,163**
Social Events and Meetings	***621,336***	***346,712***	***274,624***	***469,294***
Office Supplies	38,848	49,293	(10,445)	41,942
Advertising and Corporate Promotion	20,559	45,130	(24,571)	61,390
In-Kind Expenses	**137,629**	-	**137,629**	-
Office Expenses	**626,937**	**460,465**	**166,472**	**638,733**
Employee Training and Education	7,559	29,155	(21,596)	6,868
Facilities Expenses	339,431	410,990	(71,559)	306,811
Depreciation and Amortization	510,639	480,000	30,639	585,893
Total Operating Expenses	**$ 7,315,508**	**$ 6,987,318**	**$ 328,190**	**$ 6,772,085**
OPERATING SURPLUS/(DEFICIT)	**(3,445,272)**	**(3,069,199)**	**(376,074)**	**(3,315,373)**
Investment Income				
Investment Interest & Dividends	2,662,246	844,800	1,817,446	1,102,033
Realized/Unrealized Gains/(Losses)	3,592,188	1,716,000	1,876,188	2,231,232
Total Investment Income	6,254,434	2,560,800	3,693,634	3,333,266
Other Income and Deductions				
Grant/Service Agreement from AFAF	350,000	350,000	-	419,300
Allocated Expenses to Foundation	345,762	328,477	17,285	417,536
Total Other Income and Deductions	695,762	678,477	17,285	836,836
NET SURPLUS/(DEFICIT)	**$ 3,504,924**	**$ 170,078**	**$ 3,334,845**	**$ 854,729**

Schedule of Capital Assets as of December 31, 2025

	Actual	Annual Budget
Paid with operating funds:		
Merchandise Area Improvements	$ -	$ -
Building Maintenance	39,145	-
IT Equipment (1)	159,062	-
Total for operating funds	198,207	-
Paid with restricted funds:		
Doolittle Hall A/V	14,450	-
Snow Plow	30,570	-
Total for restricted funds	14,450	-
TOTAL	$ 212,657	$ -

(1) This is related to the pipe burst in the basement of Doolittle Hall over the server room. We lost several servers and had to replace them. We received an insurance payout of $110k in July 2025 to offset this.

Travel Stipend – Director Hoffman

While offering everyone $800 for travel pay sounds fair, it really only covers the bill at the Rampart Inn, and for those flying in, it means we out-of-towners have to pay for all airfare. So if you live here or someplace close enough to drive, it's OK, but if you're on the east coast, you end up making an unplanned donation to the AOG. So what sounded fair is not fair to those of us who are farther away.

Most of us already have planned gifts to the AOG that don't account for what could be an additional $3000 a year, and all of us have different financial circumstances, whether income or assets.

I say pay my fair travel costs and let me decide how much I will donate.

Travel Stipend Overview & Path Forward

Background: In 2025, the Finance Committee discussed moving from a direct expense reimbursement model to a travel stipend for Directors. Director Evans presented the change to the board. Stipend was based on GSD rates for travel to CO.

Reason for the change:

- The AOG Travel Policy does not allow for travel upgrades (flight seat selections/upgrades, rental car upgrades, etc.).
- The AOG Travel Policy also requires air travel to be booked at a minimum of 14 days in advance.
- AOG board hotel rooms are reimbursed at the Rampart Lodge, several AOG Directors expressed the desire to stay at Hotel Polaris.
- Difficulty getting expense reports submitted to A&F Finance Team for reimbursement (incomplete expense reports, bookings inside the 14-day travel window, flight upgrades and missing receipts)
- Offering a stipend allows Directors to upgrade flights and hotel to their preferences. No expense report needs to be submitted.
- Many nonprofit boards do not reimburse any travel or board incurred costs

Options:

1. Go back to direct expense reimbursement: Board follows our A&F Travel Policy and Rampart Lodge hotel for lodging
2. Increase stipend per meeting (previously $800-$900 depending on month of travel)
3. Both options still allow Directors to donate their travel and receive a tax donation letter

Board Restricted Funding Motions

Donor Restricted Fund	Original Use and Notes	Fund Balance	Motion
The General L. I. Davis Endowment Fund	To provide financial support to Engineering 410 classes of the Department of Astronautics of the United States Air Force Academy. Should the Academy cease to exist or decide to discontinue the Engineering 410 program, The Fund in its entirety, its principal and current and future earnings, will revert to the Association of Graduates for its use in the furtherance of its lawful goals and objectives as specified in its corporate bylaws. Engineering 410 no longer exists at USAFA.	$76,774	Redesignate the fund: To provide financial support to the Engineering departments greatest need as decided by the Engineering Department Chair.
Graduate Studies Program	Quasi-endowed fund that has historically funded $500 scholarships for the dependents of graduates. Not impactful and minimal interest.	$108,123 Annual Distribution: $4,000	Redesignate the fund to remove quasi-endowment and fund more meaningful scholarships.

THANK YOU

Nominating Committee

Col (Ret.) Hank Hoffman ’63

Col (Ret.) Bob Lowe ’71

Gen (Ret.) David “DT” Thompson ’85

Lt Col Nathan Dial ‘10

Maj Alexander Fogassy ’12

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Motion Suggestions

01 Award Winners

Sullenberger Award for Courage

Young Alumni Excellence Award

Leadership Achievement Award

Distinguished Graduate Award

02 Election Timeline Preparation

03 Replacement Director Pool



01. Award Winners

Sullenberger Award for Courage

AOG Board of Directors Representative: Trapper Carpenter

William Parks 2007

Lieutenant Colonel William “Skate” Parks, a 2007 graduate of the U.S. Air Force Academy, distinguished himself through courageous service as Commander, 480th Expeditionary Fighter Squadron, while engaged in combat operations. In this role, Skate led 12 F-16s and 56 Airmen through an eight-month deployment supporting Operations PROSPERITY GUARDIAN, INHERENT RESOLVE, SPARTAN SHIELD, and ROUGH RIDER. Under his command, the squadron earned an unparalleled record of 108 aerial victories against enemy Unmanned Aerial Systems and Land Attack Cruise Missiles.

His actions led to him earning the Bronze Star and Silver Star in 2025

Young Alumni Excellence Award

Leadership Achievement Award

Distinguished Graduate Award

Discussion and Voting in Executive Session



02. Election Timeline Preparation

Election Timeline Preparation

Staff Questions to Answer by 15 March for the April Meeting:

1. What was the cost of the last election?
2. Can individuals sign up for the AOG and vote on the same day?
    1. What would the cost of this model be?

Nominating Committee questions to answer for April Meeting:

1. Should there be a maximum number of candidates?
    - The minimum is 12 for the election, but there is no maximum per the bylaws
2. Voting System
    1. Standard up to 6 votes | Rank Choice Voting | Other?
    2. Can current directors endorse candidates on the ballot? If so, How?
    3. If so, will the endorsement be visible on the ballot?
3. If there is a petition submitted by the membership, how do we display it?
    1. Should the board have a collective statement endorsing/denouncing an outcome?
    2. Should there be two statements in each direction that directors can endorse?
4. Are there any items that the Board want to place on the ballot for membership vote/feedback?



03. Replacement Director Pool

Replacement Appointed Directors Pool

Originally 36 people in the pool

- Multiple emails went to the pool between 1 Dec and 31 Dec 2025 asking for submissions

Only 14 responded with a desire to serve and submitted package

- Some candidates in the pool indicated recent actions of the AOG, namely the Charlie Kirk motions from October, gave them pause and declined to submit.

Application had three components: Basic Contact Info | CV/Resume | 3 long form questions

1. How have you stayed connected to USAFA since graduation, and why do you desire to be a part of the AOG Board of Directors?
2. Our Board of Directors, like the country, represents a diverse range of perspectives. How do you plan to bridge divides and help the Board move forward constructively? Can you share an example of a time when you disagreed with a group decision and how you handled the situation?
3. What initiatives do you plan to pursue/prioritize to help further the AOG mission, and how would you help the board stay relevant and sustainable for future generations of graduates?

Appointed Directors for Replacement Pool Analysis

1960s Representation (2)

- Dudley ’68 & Hoffman ’63 (terms expire 2027)
- No Packages Submitted

1970s Representation (6)

- (3) Carpenter ’73, Krauth ’72, Lowe ’71 (terms expire in 2027)
- (3) Bohlin ’71, Meredith ’73, Bishop ’74 (terms expire in 2029)
- 1 nomination submitted

1980s Representation (2)

- Thompson ’85 & Walker ’88 (terms expire in 2029)
- 1 nomination submitted

1990s Representation (2) (Second Need)

- Almand ’90 & Cinnamon ’91 (terms expire 2027)
- 3 nominations submitted

2000s Representation (1) (FIRST NEED)

- Evans ’08 (term expires 2027)
- 2 nominations submitted

2010s Representation (3)

- Dial ’10 (term expires 2027)
- Walters ’11 & Fogassy ’12 (terms expire 2029)
- 7 nominations submitted!

Appointed Directors for Replacement Pool

1. Ebony Johnson (2000) – 5 votes
2. J Mintzmeyer (2012) – 3 votes
3. Joe Bledsoe (2011) – 3 votes
4. Bryce Fiacco (2006) – 3 votes
5. Kevin Divers (1998) – 2 votes
6. Charlie Crouse (2013) – 1 vote
7. Vai Schierholtz (2011) – 1 vote
8. Bill Barrington (1995) – 1 vote
9. John Michels (1977) – 1 vote

Audit Committee

Director Carpenter

Members

- Trapper Carpenter ’73
- Garry Dudley ’68
- Denny Meredith ’73
- Ty Shandy ’97, Non-Director (Voting member)
- Don Shafer ’70, Non-Director (Voting member)
- Katie Willemarck, Non-Director (Non-Voting member)

Immediate Task

- Annual (31 Dec 2025 Close Out) Audit and IRS Form 990 Reviews and Approval
- Audit Review and IRS Form 990 Review— Stockman, Kast, Ryan & Co.
- Schedule Key Dates
- Audit Committee and Essential Team Members Meeting(via Zoom) —Thu, 7 May 2026
- AOG Board E-Votes: Thru Tue, 12 May 2026

Note: Katie Willemarck's further details will follow.

2026 Audit and 990 Timeline

	Audit	990
Fieldwork	February-March	April-May
Draft to Audit Committee	April 27th	May 4th
Audit Committee Meeting	May 7th	May 7th
Summary & Board Vote	Send: May 8th Vote Due: May 12th	Send: May 8th Vote Due: May 12th
Finalize & Issue	May 13th	May 13th

External Communications Committee Update

Gen (Ret.) DT Thompson ’85

19 February 2026

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Approved Actions from Prior AOG Board Meeting

- Finalize proposed language for ByLaws and other governing documents; submit to the Board for approval
- Develop proposed enduring themes and messages for Board approval (use current road show deck as the starting point)
- Identify any hot topics, emerging issues and special interest items; propose associated positions and messages
- Begin development of an annual External Engagement plan

Approved By-Laws: 17 Oct 2025

Section 6. Standing Committees: The Board shall have, as a minimum, the following standing committees:

a. Finance and Investment Committee: The Finance and Investment Committee composition and size shall be determined by the Board and will include at least two directors. The Finance and Investment Committee shall be chaired by a director. Members shall be experienced in financial or business management. The Finance and Investment Committee shall review the AOG's Financial Management and Association of Graduates Investment Policy (FMIP), financial condition, investment portfolio and budget, and make recommendations to the Board for modifications as appropriate. The Finance and Investment Committee may establish in the FMIP an investment subcommittee composed of highly qualified professionals to make and manage investments.

b. Audit Committee: The Audit Committee composition and size shall be determined by the Board and will include at least two directors. Members of the Audit Committee shall have financial experience and at least one member shall be a certified public accountant, if possible. The Audit Committee shall oversee the auditing process of the AOG's books and records.

c. Nominating Committee: The Nominating Committee shall be composed of at least two directors, one of whom will serve as chair, and five AOG graduate members at large.

i. The Nominating Committee shall maintain a pool of candidates eligible to serve as directors or committee members.

d. Governance Committee: The Governance Committee composition and size shall be determined by the Board and will consist of AOG graduate members, at least two of whom must be directors. The Governance Committee shall be chaired by the Vice Chair of the Board. Duties of the committee include:

i. Overseeing and evaluating the governance of the AOG as well as the functioning of the Board and the Class Advisory Senate.

ii. Addressing ethics issues and adjudicating conflicts of interest.

iii. Biennially conduct a review of the AOG Bylaws and ensuring that AOG practices are consistent with the Bylaws.

iv. Coordinating periodic board performance evaluations.

Recommended Add to By-Laws

Section 6. Standing Committees: The Board shall have, as a minimum, the following standing committees:

e. Executive Communications Committee: The Executive Communications Committee composition and size shall be determined by the Board and will consist of AOG graduate members. The Committee must include at least two directors, one of whom will serve as chair, the President of the Class Advisory Senate and the Chief Executive Officer of the Association of Graduates. Duties of the committee include:

i. Developing enduring themes and messages as related to the Association of Graduates purpose and major initiatives.

ii. Developing an annual external engagement plan.

iii. Developing proposed messages and engagements for emerging issues, hot topics and special interest items.

iv. Assembling and maintaining a “Smart Book” for Director and Staff use.

Recommended Add to Governance Policies

4.9 Bylaws-Directed Standing Committees

g. Executive Communication

1. Composition

a. The Chairperson is appointed by the AOG Chairman of the Board, from among the Directors, with approval by the Board of Directors.

b. The members shall normally be AOG members, and will include as a minimum an additional Director, the President of the Class Advisory Senate and the Chief Executive Officer to the Association of Graduates. Final composition of the Board will be proposed by the Chair of the Committee and approved by the Board of Directors.

c. The primary Association of Graduates staff interface will be the Senior Vice President of Marketing & Communications

2. Means

a. Working with AOG Staff, develop and submit for Board approval enduring themes and messages as related to the Association of Graduates purpose and major initiatives. (July Board Meeting)

b. Working with AOG Staff, develop and submit for Board approval an annual external engagement plan that includes but is not limited to the Board of Visitors, Congress, the Department of the Air Force and leadership of the United States Air Force Academy. (October Board meeting)

c. Working with AOG leadership and staff, develop and submit for Board approval proposed messages and engagements for emerging issues, hot topics and special interest items. (As needed)

d. Assemble and maintain for Director and Staff use a “Smart Book” that includes but is not limited to the current “Roadshow” slide deck, annual themes and messages, talking points for hot topics and example “elevator speeches” for use as desired.

3. Nominal Term: Two years beginning with odd year April Board meeting

4. Meetings: As needed, but not less than between every full meeting of the AOG Board

Hot Topics, Emerging Issues and Special Interest Items

- On-Going and Coming Change of USAFA Leadership
- Staff Reductions and Changes in the Curriculum and Civilian/Military Faculty Ratio
- Facility and Infrastructure Needs of the Academy
- Executive Order on Correction of Military Records
- Charlie Kirk

Example: Change of USAFA Leadership

Theme	Message	Audience	Posture
Current USAFA leadership	"It has been an honor and privilege to serve and support USAFA under <leader's name> leadership. We wish them all the best in their future endeavors."	All	Active. Press release or statement/Checkpoints
Incoming leadership	"<leader's name> has a long and distiguished service record. We look forward to continuing to serve and support USAFA under their leadership."	All	Active. Press release or statement/Checkpoints
Circumstances surrounding change of leadership	"All senior military leaders serve at the pleasure of the President. It would be inappropriate for the AOG to speculate on circumstances surrounding the change."	All	Passive/Respond to Query. Refer to DAF for further comment.

Proposed Task Allocation for Upcoming Boards

- Finalize proposed language for ByLaws and other governing documents; submit to the Board for approval
- Develop proposed enduring themes and messages for Board approval (use current road show deck as the starting point) – July Board
- Identify any hot topics, emerging issues and special interest items; propose associated positions and messages – Not Later Than April Board
- Begin development of an annual External Engagement plan – October Board

Governance Committee

Director Krauth

Members

- Lee Krauth ’72
- Dan Bohlin ’71
- Denny Merideth ’73
- Jenn Walters ’11
- Skip Morgan (non-director) ’72

Governance Committee

- Review of Director submitted motions
- Revision of entire Governance Committee Manual Cat II for approval by AOG BOD

Revised/ Updated Governance Policy Manual Category II - Motion

The GC moves that the BOD remove and replace the current Governance Policy Manual Cat. II with the revised Governance Policy II as attached. If approved by the BOD this revised policy will be effective immediately.

Purpose / Rationale:
In the GC biannual review of the Governance Policy Manual Cat. II, we found the current policy to be cumbersome, outdated, very difficult to understand, and redundant. Also appears to be micromanaging day to day activities.

Supporting Documentation
Attachments: Current Policy and Revised Policy Cat. II

Financial or Operational Impact (if any):
This has been reviewed by the President and CEO who feel these changes will enhance the operations of the AOG without any negative financial impact.

Revised/ Updated Governance Policy Manual Category II – Proposed Version

POLICY NARRATIVE:
As a fiduciary to the Association of Graduates, the CEO is bound by the Duty of Care, Duty of Obedience, and the Duty of Loyalty

2.1 Duty of Care

a. Members: With respect to interaction with members or those applying to be members, the CEO shall take care that members' personal information is appropriately safeguarded, and that personal information collected is limited to that necessary to accomplish AOG objectives and reasonable member expectations.

b. Professional staff and volunteers. The CEO shall take care to ensure working conditions for professional and volunteer staff which are safe, dignified, and professional.

1. The CEO shall prepare, update, and maintain an employee handbook, ensuring staff members are properly trained thereon, and which shall, *inter alia,* provide for the handling, processing and resolution of grievances;
2. All employment of professional staff is to be "at will."
3. Grievances, complaints, and professional disagreements brought by employees in good faith and based upon credible evidence through prescribed processes shall not be the basis for retaliatory action;
4. A grievance may be brought directly to the Board of Directors through the Chair of the Audit Committee when:
   (i) Internal grievance processes have been exhausted; and
   (ii) Resolution is not possible through internal mechanisms and processes

c. Financial planning

1.The CEO and staff shall align financial planning with the Board's Ends priorities, and
2.Financial planning shall contain sufficient information to enable projection of revenues and expenses and distinguish between capital and operational expenses;
3.The CEO and staff shall strive for a balanced budget, exceeding budgetary limits only for good cause shown and with the approval of the Board of Directors; and
4.Promptly discharge payroll and other obligations, taking care that the AOG is not over-obligated from the approved budget. In this regard, the CEO shall not:

a. Approve a single purchase or commitment greater than $100,000 without Board approval or as authorized by the approved budget:
b. Acquire, encumber or dispose of real property, except that AOG may lease its real property;
c. Revenue and fundraising:

Revised/ Updated Governance Policy Manual Category II – Proposed Version

1. All revenue and sources thereof shall be in accordance with law and the mission and values of the AOG;

2. Donor-restricted funds shall only be spent in accordance with and bounded by the limits of the Donor's direction;

3. All Federal and State requirements for tax and fundraising reporting shall be timely filed;

4. The CEO shall ensure that necessary documentation to keep the AOG in good standing with the Colorado Secretary of State is timely filed .

e. Continuity – the CEO will have no fewer than one and preferably two other members of the executive/management team who are familiar with Board and CEO duties, processes, and relationships and who are able to seamlessly assume their duties.

f. The CEO and staff shall strive to produce programs/events/services exceeding industry standards and achieving excellence in all respects. This includes but is not limited to:

1. Planning and producing well-organized events and services which comply with applicable legal requirements;

2. Providing appropriate support and financial management functions as specified in the Cooperative Operating Agreement;

2.2 Duty of Obedience

a. The CEO in coordination with the CFO shall use best efforts to conform AOG budgeting, financial posture, and fiscal policy to the AOG mission, Board objectives, sound principles of financial management, and Colorado and Federal law pertaining to nonprofit 501(c)(3) organizations; This includes, but is not limited to:

i. Timely settlement of payroll and accounts payable
ii. Ensuring expenditures match budgeting and priorities;
iii. Ensuring expenditures are consistent with the purposes of and limitations on nonprofits under State and Federal law and regulation;
iv. Conforming to the federal and state requirements for filing, payments and disclosures of financial, employment and personnel information;
v. Ensuring fundraising complies with all state and federal requirements;
vi. Establishing controls to ensure compliance with legal and regulatory requirements ;
vii. Ensuring transactions are transparent, lend themselves to professional audit, and are in conformance with generally acceptable accounting practices;
viii. Putting processes in place to ensure timely filing of tax returns and annual re-certification of the AOG with the Colorado Secretary of State

b. The CEO shall honor and adhere to the provisions of the current AOG/AFA Foundation Cooperative Operating Agreement as approved by the Board of Directors

Revised/ Updated Governance Policy Manual Category II – Proposed Version

2.3 Duty of Loyalty

1. The CEO and management staff owe a duty of loyalty to the AOG and the Board of Directors. In particular, the CEO shall be proactive to protect the AOG and the Board against actions or neglect tending to discredit or reflect adversely upon the AOG. Such actions include but are not limited to:

a. Employee theft, casualty losses, and liability claims;
b. Exposure of the AOG, its Board and staff to liability claims;
c. Adverse publicity or situations tending to tarnish the AOG's public image or credibility;

2. The CEO shall keep the Board of Directors informed of relevant trends and anticipated adverse media coverage, and in coordination with the Board Chairman shall take action to ensure the AOG is in front of such trends or coverage;

3. Where, in the CEO's opinion, the Board and/or individual Directors are not in compliance with its Bylaws and/or policies on Governance Process, disregard fiduciary duties, or exhibit behavior detrimental to Board/Staff working relationship, advise Board leadership and take action in coordination therewith to address the noncompliance and correct it;

4. The CEO shall provide the Board through its Chair with reasonable administrative and logistical support but may refuse such support if it poses an unreasonable burden on staff, or comes from individual members or committees outside of the Board's processes.

5. As a general rule, the CEO shall deal with the Board as a whole except as may be necessary to fulfill reasonable requests for information, or a director or committee duly charged by the Board.

Task Force Updates

Director Walker

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Implementation Task Force Transparency & Graduate Engagement

Directors Walker, Hoffman, and Cinnamon

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Objectives

- Review current challenges around nonpartisanship and transparency
- Discuss mechanisms for graduate communication and engagement
- Evaluate options for opening and recording board meetings
- Identify legal and governance considerations
- Align on implementation recommendations for the board

Context and Participants

- Implementation Task Force working session
- Focus: Amended bylaws and articles implementation
- Key participants:
  - Director Walker
  - Director Hoffman
  - Director Cinnamon

Nonpartisanship Challenges

- Board members hold diverse, sometimes conflicting views
- Risk: Perceived political or ideological bias
- Need: Structures that enforce nonpartisan behavior
- Challenge: Balancing open dialogue with neutral governance

Graduate Voice and Representation

- Many graduates disengaged from current processes
- Difficulty assessing “majority opinion”
- Disconnect between graduates and their senators
- AOG Chapters feel unheard
- Concern about noisy, unstructured feedback channels

Technical and Process Friction

- Screen-sharing and access issues during meetings
- Inconsistent visibility into discussions for stakeholders
- Ad hoc approaches to communication and documentation

Opening Board Meetings

- Make board meetings accessible to all graduates (C-SPAN style)
- Record meetings for later viewing
- Increase visibility into deliberations and decisions
- Address disengagement through transparency

Centralized Communication Mechanism

- Route graduate messages through the AOG website
- Display Senators' information clearly
- Engage the AOG Chapters more rigorously and give them what they need to grow and thrive (including ability to be heard by the Board)
- Collect and archive messages centrally
- Enable analysis of themes and frequency (AI?)

Transparency & Public Records

- Clarify that messages may be treated as public records
- Use website disclaimers to set expectations
- Reinforce accountability for both senders and recipients

What Does Transparency Mean?

- Different board members interpret “transparency” differently
- Need a shared, operational definition
- Dimensions: meeting access, record availability, decision rationale
- Must balance transparency with legal and privacy constraints

Legal Considerations

- Current lack of dedicated staff attorney
- Need for consistent legal guidance on transparency measures
- Potential to leverage foundation’s legal resources
- Ensure compliance with Colorado law and governing documents

Internal Board Communication

- Concerns about limited information flow from chair
- Frustration with opaque decision-making processes
- Need for more consistent, timely updates
- Role of transparency inside the board, not just outward-facing

Implementation Recommendations

- Open and record board meetings for graduate access
- Centralize graduate communications via the AOG website
- Define and adopt a clear transparency framework
- Secure consistent legal representation
- Keep board actions nonpartisan and mission-focused

Next Steps

- Compile Implementation Task Force suggestions into a formal proposal
- Present recommendations to the full board
- Iterate based on board feedback and legal review
- Develop timelines and ownership for implementation

BREAK FOR LUNCH

Motions

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Resolution of Commendation for Class Advisory Senate

Director Merideth moves for Board approval of the following resolution:

Resolution of Commendation: **Honoring the Class Advisory Senate of the United States Air Force Academy Association of Graduates**
WHEREAS, the continued strength and success of the United States Air Force Academy Association of Graduates (AOG) depend upon the thoughtful engagement, informed counsel, and steadfast commitment of its volunteer leaders; and
WHEREAS, the Class Advisory Senate has consistently demonstrated sincere dedication to the mission and long-term vision of the AOG, offering candid insight, constructive guidance, and principled engagement on matters essential to the welfare of the graduate community; and
WHEREAS, the Senators, representing classes across generations, have served as a vital conduit between the AOG and the broader graduate body, ensuring that various perspectives are heard, respected, and integrated into strategic decision-making; and
WHEREAS, their professionalism, integrity, and collaborative spirit have strengthened the AOG's ability to serve graduates, cadets, and the Academy with excellence;
NOW, THEREFORE, BE IT RESOLVED, that the Association of Graduates formally commends the Class Advisory Senate for its sincere advice and enduring commitment to advancing the vision and values of the AOG; and
BE IT FURTHER RESOLVED, that this expression of appreciation be presented to the Class Advisory Senate and attached to the minutes of the Board of Directors meeting as a lasting acknowledgment of the Senate's meaningful contributions to the Association of Graduates and the United States Air Force Academy.
Purpose: To present a Resolution of Commendation recognizing the Class Advisory Senate (CAS) for its sincere advice, support, and sustained contributions to the vision and mission of the Association of Graduates (AOG).
Rationale: The Class Advisory Senate serves as a representative body for USAFA graduate classes, providing structured feedback, informed perspectives, and strategic insight to the AOG. Senators serve as a critical link between the AOG and the broader graduate community, ensuring that class viewpoints, concerns, and priorities are communicated effectively.
The CAS has consistently played a particularly meaningful role in advising on strategic initiatives, strengthening engagement efforts, and supporting the long-term vision of the AOG. Their commitment has enhanced transparency, improved communication channels, and reinforced alignment between the AOG and its membership.
Financial or Operational Impact (if any)
No financial impact and no significant operational impact.

Committee on Policy Manual

Director Merideth moves that the Board Chair establish a Committee for Review and Replacement of the Board of Directors Governance Policies Manual. The committee shall be composed of both Directors and non-director subject matter experts.

Purpose / Rationale
The *Policies Manual* served its purpose when first adopted but is not fully adhered to by the Board of Directors' leadership. The model followed in writing the initial *Policies Manual* in many is not conducive for current BOD actions. Consequently, complete review and replacement of the manual is necessary for re-establishing a solid form of governance for the Association of Graduates Board of Directors.

Financial or Operational Impact (if any)
The absence of good governance leads to failure to adequately execute fiduciary and operational responsibilities.

Remove & Replace AOG Bylaws, Article V., Section 6.

Director Bohlin moves to remove all the text of Article V., Section 6 and replace the text to read:

Section 6. Parliamentary Authority: The rules contained in the current edition of *Robert's Rules of Order Newly Revised* (RONR) shall govern the AOG and the Board in all cases to which the rules are applicable and in which they are not inconsistent with these Bylaws and any Special Rules of Order the Board may adopt.

Purpose / Rationale

The **Bylaws:** (1) understandably lack complete governance rules; (2) do not clearly identify the parliamentary authority for how the AOG Board, as a deliberative body using parliamentary procedures, conducts its business and (3) in Art.V.Sec. 6, use the word "should" instead of the more definitive word "shall," and the words "as a guide," making the full sentence lack needed clarity and precision.

By more thoroughly identifying RONR as the Board's source for parliamentary authority, the replacement sentence clarifies and expands RONR's role in Board governance. Additionally, using RONR maintains the hierarchy of present/future documents relevant to AOG governance (i.e., AOG Bylaws are subject to the Colorado Revised Nonprofit Corporation Act and the Articles of Incorporation.)

Supporting Documentation

See RONR, (12th ed.) - cited by section/subsection titles and paragraph(s) related to several relevant topics:

1. Section 2, **Rules of an Assembly or Organization**: 2:1-3;
2. Subsection of Section 2, **Constitution; Bylaws**, 2:8-13;
3. Subsection of Section 2, **Rules of Order**, 2:14-16 and
4. Section 56, **Content and Composition of Bylaws**, 56:1-2; 56-11.

Financial or Operational Impact

Adopts a uniform, well-recognized parliamentary authority with clear guidance across the spectrum of Board governance – encompassing related Board matters well beyond only the conduct of Board meetings.

Parliamentarian Duties

Director Merideth moves that the Association of Graduates Bylaws Article V, Section 5, Paragraph d be revised as follows:

"The Secretary shall be an elected or appointed director ~~and shall serve as parliamentarian~~ and will perform ~~other~~ duties as directed by the Chair and those required by Colorado law. In the event of the permanent absence of both the Chair and Vice Chair, the Secretary shall convene a meeting of the entire Board to select a new chair."

Purpose / Rationale

The Secretary is perhaps the most important position of all the officers. The Secretary is responsible for record-keeping, minutes, maintaining a record of all meetings and actions of the Board of Directors as well as all committees. It is extremely critical that the secretary certifies any board amendments to the bylaws and articles of incorporation. During meetings, the Secretary should be attentive to all comments, directions, motions, and Director discussions to accurately record and capture the essence of the meeting. It is not efficient to also charge the Secretary with the duties of the Parliamentarian, especially considering there is no guarantee the Secretary has the knowledge, experience, or skills to accomplish the Parliamentarian duties.

A knowledgeable parliamentarian is an adviser to the presiding officer, members of the board, and committees on procedural matters. The chair and board members must understand enough about parliamentary procedure to do their jobs properly. A skilled and knowledgeable parliamentarian is necessary for the proper conduct of proceedings and to ensure fiduciary responsibilities are met. A parliamentarian for the AOG BOD can, and should, be an outside professional to advise and assist with procedural matters. The Chair should nominate and the board approve a Parliamentarian Adviser to the Board.

OTHER TOPICS OF DISCUSSION

December 2025 GAO Report Service Academies: “Clarifying Guidance would Enhance Effectiveness of Honor and Conduct Systems”

Due Process, Honor, Disenrollment and IC Soccer

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Due Process, Honor, Disenrollment

GAO tasked by Congress with investigating the Academies' (West Point, USAFA, Navy, Coast Guard, Merchant Marine) due process for honor and conduct;

- Covered calendar years 2019-2025 (encompassing three COVID years)
- Resulted in 13 recommendations – three pertinent to USAFA
  - Superintendent should update honor and conduct system guidance to ensure cadets fully understand the due process protections available to them
    - USAFA was alone among academies in not necessarily having a conduct/disenrollment hearing
  - USAFA needs better data points to enable better tracking of conduct, honor, cases
  - Superintendent needs to develop better tracking of conduct and honor cases and overcome challenges interfering with timely access to honor cases



Members of the class of 2024 march the Core Values Ramp in June 2020 during In-Processing Day at the Air Force Academy in Colorado Springs.

Report: Academy should improve due process

INDEX

WEATHER B10

IMPACTFUL. RELIABLE. LO

The Gazette

gazette.com

25 January 2026 Colo Spgs Gazette

Headline: “Academy should improve due process” is not really what the GAO concluded

i. The suggestion was that USAFA did not clearly articulate to cadets what their rights were, (and weren’t)

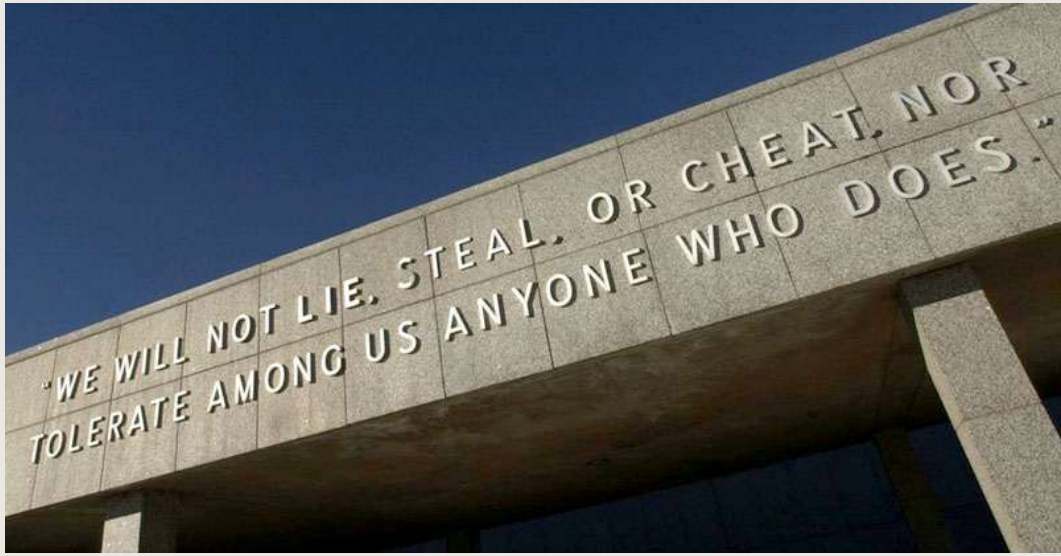
ii. The most glaring distinction between USAFA and West Point and Navy was that there was not a hearing to adjudicate “serious misconduct” for USAFA

iii. Alone among the Academies the Supe was the final discharge authority, so “appeal” was largely meaningless

Due Process, Honor, Disenrollment

Most concerning for the graduate community was probably cadet surveys showing:

- "Reluctance to report honor violation." A substantial percentage of cadets would never turn in a fellow cadet for an honor violation, and a majority stated they would be unlikely to do so
- USAFA cadets least likely to report an honor violation, with 42% stating they were "moderately likely or very likely" to report an honor violation. (West Point 58% and Navy 52%)
- USAFA had lowest percentage of cadets who thought the Honor System mostly fair or fair. (56%)
- This corresponded to the survey on fairness of conduct offense findings, with 44% thinking it unfair. Similar to West Point (44%) and Navy (40%).





IC Soccer

VARSITY SOCCER TEAM

Gazette reported the incident at the same time, but it was a coincidence that the GAO report was released shortly thereafter.

Stemmed from two varsity initiations in fall semester of 2024.

- Very similar to Lacrosse and Swim team investigations in 2018.
  - Crude initiation rite, called “Chunker” going back to 90s. Swim team alumni had a tattoo on their bodies when they completed ritual.
  - Lacrosse team allegedly slammed freshman team members genital in a book or pretended to.
  - Lt Gen Silveria briefed BOV in April of 2018 on both
  - Three cadets from swim team were processed for a general court-martial, but charges dismissed in 2020 – two years after cadets were essentially removed from good standing in the wing.
  - Lacrosse coach fired, swim team coach denied knowing of the initiation rite.

Due Process, Honor, Disenrollment and IC Soccer



Lengthy investigation

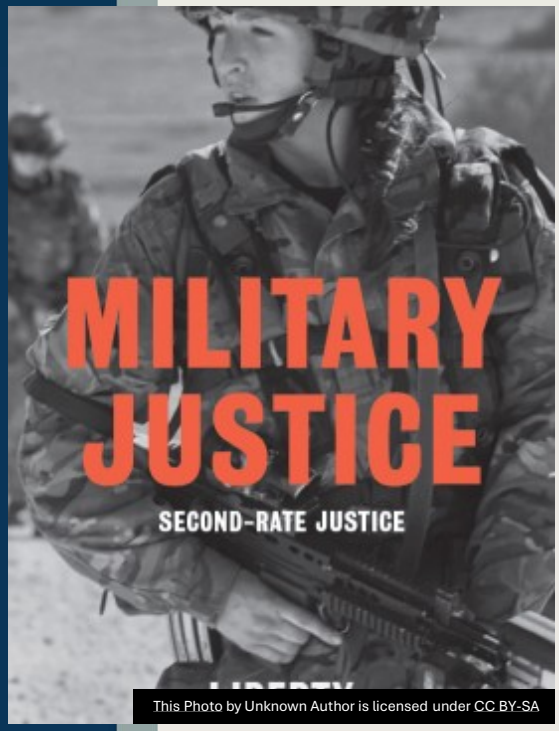
- Started in October of 2024
- Nine seniors told they would be late grads in April 2025
- Restricted to base, unable to use recreational facilities (bowling and golf), singled out as sexual predators
- Given three days to respond to LOR's, but did not have all of the evidence and did not have defense counsel
- Advised three days before grad via Form 10 they would not be graduating
- In all three cases punishment dealt en masse, no attempt to differentiate between those actually participating, merely observing, and in some cases, not even being present.



IC Soccer

BoV petitioned to write SECAF to get relief

- Immediately end probationary period of all nine seniors
- Date of rank commensurate with end of probationary period
- Return to their choice of assignment



This Photo by Unknown Author is licensed under CC BY-SA

Lessons of GAO Report and IC incident

The GAO Report tells us nothing we didn't already know

- It DID NOT conclude that due process was lacking at USAFA
- It did make the point that cadets were not as well-informed on procedural due process guarantees and that better case tracking was needed

The three IC incidents are more concerning:

- One-size –fits-all antithetical to due process
- Timing gave no realistic possibility of mounting an intelligent offense
- Never in the process was there an opportunity for hearing, confronting evidence, or even responding to the accusation
- Highlights that disenrollment process is a closed loop that rests all adjudicative functions, including appeal, in the chain of command

Good of the Order

Opportunity for Directors to offer brief, informal observations, compliments or suggestions concerning the work of the organization. Designed for non-substantive discussion regarding the welfare of the organization (1-2 mins per Director who wishes to comment)

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

EXECUTIVE SESSION

Attachment 5

PRESENTATION BY MIKE ROSE TO AIR FORCE ACADEMY ASSOCIATION OF GRADUATES BOARD OF DIRECTORS

2/19/26

I am **Mike Rose, AFA '69.**

I am the co-founder and the President of the AOG's South Carolina Chapter, which has been a Distinguished Chapter each year since its beginning ten years ago.

The Chapters have deteriorated, from 90 to only 55 in number. Many are on "life support." Attendance at the annual Chapter Presidents Conference decreased last summer from about 40 to only 7, as I recall.

I propose the following **SIX** recommendations to revive the Chapters:

1. **ALLOW CHAPTER INPUTS DIRECTLY TO the BOD** – Arrange for Chapter representatives to **SYSTEMATICALLY COMMUNICATE** feedback **DIRECTLY** to the **BOARD**, similar to what the Class Presidents do. Relying on high turnover staff to tell the BOARD what it needs to know has been ineffective. Class Senators provide BOARD input. Why not Chapters also?
2. **CONSULT AOGs OF OTHER ACADEMIES** - The Naval Academy AOG has 130 Chapters, more than twice as many as the AFA AOG, and is thriving. Get ideas from them.
3. **MAKE CANGES FROM BOTTOM UP, NOT ONLY TOP DOWN**
   A. Changes pushed on Chapter volunteers by new AOG employees unfamiliar with Chapters were ineffective and counter-productive.
   B. For example, combining the annual Chapter President's Conference with **race/gender based Affinity Groups** changed the Conference's content/purpose and caused a "Bud Light" culture clash reaction.
   C. **Get "buy in" from Chapters**, not just seek to impose more requirements/work on **volunteers**.

4. **INVEST IN CHAPTERS.**
    - $200,000 should be invested in Chapters.

    (1) E.g., **Pay costs** to enable representatives of promising Chapters not yet Distinguished Chapters to **attend the annual Chapter Presidents Conference.**

    (2) **Dedicate competent AOG staff** to support Chapters.

5. **EMAIL ADDRESSES** – We cannot start and operate a Chapter without the **ability to communicate with Chapter members**. Until three years ago or so the AOG **confidentially provided us Chapter Presidents with email addresses** for the proper purpose of conducting Chapter business. Why has that stopped? Why do we not get a candid answer to that question? Are we not trusted? How do you expect us to function without the ability to communicate with Chapter members? That is like sending a soldier into battle without ammunition.

6. **CHANGE MINDSET: AOG EXISTS TO SUPPORT ITS MEMBERS IN THE CHAPTERS, NOT VICE VERSA**

    -CHANGE ATTITUDE FROM YOU MEMBERS SERVE US AT THE AOG TO WE AT THE AOG SERVE YOU MEMBERS – WE KNOW THE DIFFERENCE. AOG MEMBERS ARE YOUR CUSTOMERS.

Is NextGen competing with Chapters for resources and members? Not nearly as much AOG support appears to be given to Chapters as to Next Gen.

I make these recommendations respectfully in the spirit of trying to improve the AOG.

Mike Rose, AFA ’69, JD/MBA

mike@mikeroselawfirm.com

Telephone 843 478 7595 (voice/text)

ATTACHMENT 6

Madam Chair, Members of the Board, fellow graduates—

Thank you for the opportunity to join you virtually today.

Having previously served alongside many of you as an elected Director on the AOG Board, I have reflected carefully on what allowed this Board to operate with strength and forward momentum during my term.

Two principles stand out.

We remained apolitical. And we were deliberate about the talent of the Directors seated at the table.

Those were not passive outcomes. They required discipline and clarity about who we are as an AOG Board—and who we serve.

The Association of Graduates represents a remarkably diverse body of men and women. Our graduates span generations, professions, worldviews, and political beliefs. Many are still in uniform; others lead in industry, public service, education, and their communities. What binds us together is not ideology. It is shared formation of Character at the Academy and a commitment to service before self.

When we rightly chose to remain **apolitical**, we protected that common ground.

In any large organization, people are constantly assessing whether they feel represented and respected. The moment an institution is perceived as aligning itself with a particular political current—even indirectly—that shared ownership begins to erode. Attention shifts from mission to motive. Conversations become less about what we are building together and more about what side we appear to be on.

During my tenure on the Board, we were disciplined about staying above that political dynamic. Because of that, we were able to focus on initiatives that strengthened the graduate community in meaningful ways—mentorship, connectivity, long-term stewardship, strategic growth. We were aligned around unifying goals rather than ideology.

The second factor in our effectiveness was our willingness to treat this Board as a strategic body, not a symbolic one.

We intentionally **appointed 4 Board Directors t**o augment the 11 elected Directors to fill critical gaps in expertise—legal, financial, governance, communications and unrepresented graduate decades. Strong boards are built on complementary strengths. When you bring together varied competencies and perspectives, you sharpen decision-making and reduce blind spots. You create the kind of healthy friction that improves outcomes rather than divide our Graduate community.

That intentional diversification of skill sets strengthened both internal trust and external credibility. It created momentum because we were equipped for the work in front of us.

Those two anchors—**an apolitical posture and intentional talent enhancement thru limited strategic appointed Directors** —allowed this Board to serve a broad graduate community without fracturing it.

Over the past months, I have spoken with a wide cross-section of graduates across class years and backgrounds. The vast majority of feedback has been consistent: the AOG recognizing Charlie Kirk in any way would be interpreted by many as a political signal from the AOG.

This is not about silencing speech or debating individual viewpoints. It is about understanding how institutional actions are received.

Charlie Kirk is widely regarded as a politically polarizing figure. Whether one agrees or disagrees with him personally is not the point. Formal recognition by this Board would be considered an endorsement by the AOG. And once that interpretation takes hold, the Association risks being viewed—intentionally or not—as politically aligned.

When that perception shifts, engagement shifts. Some graduates will feel affirmed; the majority will disengage. The broad tent narrows. The center weakens.

Our responsibility is to think beyond the emotions of the immediate moment and consider the long-term cohesion of the Long Blue Line.

The Academy trained us to exercise judgment under pressure, to prioritize mission over impulse, and to protect what must endure. Our oath is not to a party or a personality. It is to the Constitution and the principles it represents.

Remaining **apolitical** is not avoidance. It is stewardship. It is the disciplined choice to preserve unity in a community that spans every corner of this nation and beyond.

I stand here not in opposition to an individual, but in protection of an institution.

The USAFA graduate community is extraordinary precisely because it holds diverse viewpoints while remaining united in service. Our AOG Board should reflect that same steadiness.

Let us continue to appoint a few talented Directors we need to augment and strengthen our elected Board Directors.

Let us continue to focus on mission-impacting initiatives.

And let us continue to guard the apolitical integrity that has allowed this Association to thrive.

That is how we sustain trust.

That is how we protect positive momentum toward our AOG mission.

And that is how we honor the Long Blue Line.

Thank you.

Dr. Kendra Lowe ‘01

ATTACHMENT 7

Good morning, I am Dr. Tony Wolusky and had the honor to graduate from the Academy back in 1980, as well as teach in the Law Department and serve on the legal staff, so my perspective on issues is guided by legal principals, as in this case before the Board.

While I can understand why some individuals may feel that civilian Mr. Charles Kirk made political statements about religion, gender, race and patriotism they support, it is important that the military and the USAF Academy remain apolitical, not interested in or connected with politics, and not connected to any political party. Military personnel and civilian employees should vote and have the right to hold political views, but there is a reason we don't wear our uniform or official insignia when we attend partisan events. According to the Secretary of the Air Force (April 15, 2024) and pursuant to DoD Directive 1344.10, because of our oath of office, service members and civilian employees have a duty to ensure that their personal activities do not imply official endorsement by the Department of Defense or Department of the Air Force. As individuals, we do not have to be politically neutral, but the Air Force, Space Force and Air Force Academy do. These rules help to ensure the DoD does not influence our nation's electoral process or appear to be partisan.

The current motions before the Board of Directors with respect to an honorary degree at a military academy and membership in a military association of graduates to a civilian with limited involvement with our Academy runs counter to established rules and policy. These formal honors should be reserved for those who have made substantial contribution to the legacy of the Academy and have otherwise served in the armed forces with courage, commitment and valor.

Thank you for the opportunity to speak.

ATTACHMENT 8

Hello,

My name is ***Kimberly Cheri***, and I am a proud parent of a current 2027 USAFA cadet and an AOG Family Plan & Sabre Society member. I also serve as a USAFA Sponsor Parent, sit on the Board for the USAFA Taste of Home event, and currently serve as President of the USAFA Colorado Parents' Club (among other roles). In short, I truly live and breathe USAFA. Regretfully, due to technical difficulties, I was unable to join the Board meeting this morning to share my comments in person. I sincerely appreciate the opportunity to follow up via email instead.

Please see my comments below:

1. I would like to ensure the Board is aware of how truly wonderful Hotel Polaris has been in its support of the USAFA Colorado Parents' Club (CPC). We held our New Appointee Event and End-of-Year Celebration at the hotel last year and will be doing so again this year. Hotel Polaris has been exceptionally generous in supporting the club whenever possible — including event discounts, supplying ice for our football tailgates, and more. In return, we promote the Hotel whenever we can to the entire USAFA parent community. I reside near the Academy and have personally utilized the Hotel many times. Every experience — from the restaurants to the simulators to the spa — has been outstanding. I even have rooms reserved for my family for the 2027 Graduation.

2. The USAFA CPC previously had a contact within the AOG who assisted us with any questions and/or coordination regarding our Weebly website accounts (which are partially funded by the AOG). Currently, we do not have a point of contact, and we would greatly appreciate the opportunity to reestablish a stronger working relationship moving forward. If there is someone who could serve as a liaison to help bridge communication between the CPC and the AOG, that support would be sincerely valued.

3. I would like to inquire about the Sabre Society. When my son began his USAFA journey, I immersed myself in learning as much as possible. After joining WebGuy, one of the first programs I came across was the Sabre Society. In August 2023, one of the benefits listed at the Benefactor level was two on-field tickets for Graduation. At the time, I called to ask

whether I could utilize that benefit for the Class of 2027 Graduation and was advised that I could donate closer to my son's Graduation and receive the benefit. About six months ago, I noticed that this benefit was no longer listed. I would sincerely appreciate the opportunity to discuss the possibility of reinstating it. While I pour my heart and energy into supporting all USAFA Cadets, the Class of 2027 holds a particularly special place in my heart. The financial commitment is secondary to the core memory that such an experience would create — one I would treasure for the rest of my life. I am more than willing to make myself available to discuss this further or to assist in any way that might help reconsider this benefit.

Thank you for your time, your leadership, and your continued support of our Cadets, Graduates, and the Boarder USAFA Community!

Kimberly Cheri ('27)
President, Colorado Parents' Club
410-474-5252
www.usafacpc.org

AOG Board of Directors Special Meeting — 3 April 2026

Approved

Open Session Only

BOARD OF DIRECTORS SPECIAL MEETING

3 April 2026 — Meeting Minutes (Open Session) Meeting Held via Zoom

Board Directors Present:

Cathy Almand ’90, Chair; Lee Krauth ’72, Vice Chair; Christopher “Mookie” Walker ’88, Secretary; Christian Evans ’08, Treasurer; Hank Hoffman ’63; Garry Dudley ’68; Bob Lowe ’71; Dan Bohlin ’71; William Carpenter ’73; Denny Merideth ’73; Robert Bishop ’74; David Thompson ’85; Nathan Dial ’10; Jennifer Walters ’11.

Board Directors Absent:

Alexander Fogassy ’12; John Cinnamon ’91, President, Class Advisory Senate.

AOG Staff / Counsel Present:

Skip Morgan ’72, Of Counsel.

I. Call to Order

Chair Almand called the meeting to order at **11:40 a.m. MDT**. She began by acknowledging breaking news of an F-15 mishap and asked the Board to observe a moment of silence. Directors noted that one crew member had been rescued and search efforts continued for the second.

She confirmed that notice of the special meeting was issued on **19 March 2026**, in accordance with **AOG Bylaws Article V, Section 7(b)**. She emphasized that the **sole purpose** of the meeting was to consider the **CEO contract renewal and compensation adjustment**, and that no other business would be conducted.

II. Roll Call / Quorum Confirmation

Secretary Walker conducted roll call. **14 of 16 Directors** were present, establishing a quorum.

III. Chair's Opening Remarks

Chair Almand delivered a detailed statement intended to frame the meeting's significance. She emphasized:

1. The CEO Evaluation as a Core Fiduciary Duty

She reminded Directors that the Association exists to serve the Long Blue Line and that the CEO evaluation is one of the Board's most consequential responsibilities. She stressed that the process must reflect fairness, rigor, and alignment with mission.

2. Organizational Stability and Staff Morale

She expressed concern that the Board's recent internal disputes had created instability. She noted that staff were not merely observing the conflict but "absorbing it," and that prolonged uncertainty undermines the CEO's ability to lead effectively.

3. The AOG–Foundation Partnership

She highlighted that the AOG and Foundation share a CEO, staff, facility, and strategic plan. The partnership depends on trust and good faith. She warned that the Foundation Board was watching the AOG Board's conduct closely and that governance instability could jeopardize the partnership.

4. The Importance of Conduct

She urged Directors to consider not only their votes but also their behavior, stating that "how we conduct ourselves matters." She asked Directors to engage constructively and to avoid personalizing disagreements.

Her remarks set a tone of seriousness and underscored the broader institutional implications of the decision.

IV. CEO Performance Review Summary (Expanded)

Treasurer Evans, Co-Chair of the Joint CEO Executive Compensation Committee, presented a comprehensive summary of the CEO's evaluation.

1. Process Overview

Evans explained that:

- Directors from both Boards were invited to submit written evaluations by March 11.

- The committee reviewed all submissions, including narrative comments and numerical ratings.
- The evaluation was conducted jointly with the Foundation's compensation committee.
- The CEO's performance was assessed against five established bonus metrics.

2. Key Strengths Identified

Evans reported broad agreement on several strengths:

- **Strategic leadership:** The CEO provided clarity and direction during a period of governance turbulence.
- **Professionalism under stress:** Directors noted his composure during contentious Board interactions and public controversy.
- **Fundraising performance:** The CEO materially exceeded fundraising targets, contributing to a strong financial year.
- **Operational execution:** Major initiatives — including the transition to Doolittle Hall, digital modernization, and organizational restructuring — were completed successfully.
- **Team leadership:** The senior staff remained cohesive and high-performing despite external pressures.

3. Areas for Improvement

Evans noted that Directors identified several areas for continued development:

- **Alumni participation:** While fundraising was strong, participation metrics lagged.
- **Chapter engagement:** Directors expressed a desire for more robust chapter support and clearer metrics.
- **Risk anticipation:** Some Directors believed the CEO could have anticipated governance challenges earlier.
- **Succession planning:** Directors encouraged deeper bench-building within the senior staff.
- **Affiliate coordination:** Opportunities exist to strengthen alignment with external partners.

4. Overall Assessment

Evans stated that while Directors differed in emphasis, the majority expressed confidence in the CEO's leadership and supported the committee's recommendation.

V. Director Remarks

Vice Chair Krauth

Krauth delivered prepared remarks that were notably personal and emphatic. He stated:

- The CEO had guided the organization through a "very contentious and difficult transition period."
- He believed the CEO's leadership prevented the AOG and Foundation from fracturing into separate entities, as had occurred at other academies.
- The CEO had endured "character assassinations" and a "landmine field" of governance challenges with humility and professionalism.
- He viewed the CEO as embodying USAFA's values and deserving of the maximum compensation allowed.

Other Directors

Several Directors expressed appreciation for the clarity of the evaluation process. Others indicated they had concerns to raise during executive session, particularly regarding compensation structure and governance dynamics.

VI. Main Motion Introduced (Open Session)

Chair Almand read the full motion:

WHEREAS, the annual evaluation of the Chief Executive Officer has been conducted through a process led by Association of Graduates (AOG) Treasurer, Christian Evans and Air Force Academy Foundation (Foundation) Compensation Committee Chair, Steve MacLeod, which included gathering feedback from members of both boards of the AOG and the Foundation regarding the CEO's performance; and

WHEREAS, the results of this feedback were shared with both Board Chairs, Cathy Almand and Alex Gilbert, and together this group reviewed the CEO's performance and evaluated the CEO's achievement of the 2025 bonus metrics; and

WHEREAS, based on this evaluation, the group has recommended certain actions regarding the CEO's contract renewal and compensation.

THEREFORE, BE IT MOVED THAT the Board approves the renewal of the CEO's employment contract for an additional four (4) year term; and **BE IT FURTHER MOVED** THAT ~~via electronic vote~~ the Board approves a three percent (3%) cost-of-living adjustment to the CEO's current base salary of $350,000, resulting in a new annual base salary of $360,500; and **BE IT FURTHER MOVED** ~~**via electronic vote**~~ that the Board approve the award of the maximum annual performance bonus equal to twenty-five percent (25%) of the CEO's annual salary ($87,500) in recognition of the CEO's successful achievement of the established 2025 bonus metrics.

Second: Director Krauth.

VII. Motion to Enter Executive Session

Director **Hoffman** raised the need for executive session due to personnel matters.

MOTION: Board Chair Almand moved to enter executive session under **Bylaws Article V, Section 8(c)**. **SECOND:** Director Lowe. **VOTE:** Unanimous.

Executive session began at *11:59 a.m. MDT*.

VIII. Return to Open Session

MOTION: Board Chair Almand moved to return to open session. **SECOND:** Director Dudley. **TIME: 12:42 p.m. MDT VOTE:** Unanimous.

IX. Vote on Main Motion (Open Session)

The Board re-took the vote in open session for transparency.

Final Vote Breakdown (Open Session):

YES (10):

Almand, Krauth, Evans, Dudley, Lowe, Carpenter, Thompson, Dial, Walters, Merideth.

NO (4):

Hoffman, Bohlin, Bishop, Walker.

ABSTAIN:

None.

ABSENT (2):

Fogassy, Cinnamon.

The motion passed.

X. Additional Open-Session Comments

- **Director Bishop** urged clearer CEO evaluation metrics tied to bylaws and governance documents.
- **Secretary Walker** encouraged transparency by directing graduates to review both AOG and Foundation Form 990 filings.

XI. Adjournment

Chair Almand adjourned the meeting at **12:47 p.m. MDT**.

Presented by Director Walker

MONITORING REPORT

DATE: 24 April 2026

POLICY TYPE: Executive Limitations

POLICY NUMBER: 2.1

POLICY TITLE: Treatment of Members and Other Constituents

POLICY DESCRIPTION:

With respect to interactions with members and other constituents, the CEO shall not cause or allow conditions, procedures, or decisions which are unfair, unsafe, undignified, untimely, unnecessarily intrusive, or which fail to provide appropriate confidentiality or privacy.

REPORT:

Accordingly, he/she shall not:

1. **Use application forms that elicit information for which there is no clear necessity**. The AOG has a written Policies and Procedures manual, in addition to an Employee Handbook, that addresses appropriate interactions with members and other constituents. The manual contains policies on the methods of collecting, reviewing, transmitting, or storing member information that protects constituents from improper access of the material elicited.

2. **Use methods of collecting, reviewing, transmitting, or storing member information that fail to protect against improper access to the material elicited.** The AOG secures employee access to the database with individual permissions and policies that ensure only people with appropriate access and training can make changes, review, and transmit member data. The data is stored with a third-party who implements industry standard security measures.

3. **Fail to communicate to members a clear understanding of what may be expected from the service(s) offered.** The AOG uses extensive print and online media formats to communicate to members a clear understanding of what may be expected from the service(s) offered. In addition, the AOG's customer service department facilitates follow-up contact by an appropriate AOG staff member to clarify all issues and concerns.

Status: In Compliance

MONITORING REPORT

DATE: 24 April 2026

POLICY TYPE: Executive Limitations

POLICY NUMBER: 2.9

POLICY TITLE: Board Awareness and Support

POLICY DESCRIPTION:

The CEO shall not permit the Board to be uninformed or unsupported in its work. Accordingly, he or she may not:

REPORT:

1) **Fail to have a current plan to achieve the Board's Ends**. The AOG has a joint strategic plan endorsed by the board in October 2025.

2) **Neglect to submit monitoring data required by the Board (see policy on Monitoring CEO Performance in Board/Staff Linkage, Policy 3.4) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.** The CEO has developed a plan for submitting specified monitoring reports at each Board meeting. All 14 reports are submitted annually to the Board in a specified rotation each year.

3) **Let the Board be unaware of relevant trends, anticipated adverse media coverage, or material external and internal changes, and particularly changes in the assumptions upon which any Board policy has been previously established. Notification of material planned internal changes is to be provided to the Board in advance, when feasible.** The CEO briefs the entire Board quarterly and sends out periodic updates to all directors. He maintains regular contact with Academy senior leadership and Public Affairs to encourage them to provide information before it hits the papers. Upon receiving new information, he notifies the Board Chair and all directors as appropriate.

4) **Fail to advise the Board if, in the CEO's opinion, the Board is not in compliance with its Bylaws or its own policies on Governance Process and Board/Staff Linkage, particularly in the case of Board behavior, which is detrimental to the work relationship between the Board and the CEO.** When the CEO has identified areas of concern, he has reported them to the Board Chair and the Governance Committee. The CEO reviews the bylaws to remain aware of necessary requirements of the bylaws to ensure that no requirements are overlooked.

5) **Fail to provide for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices.** The CEO routinely provides graduate, member, and staff viewpoints. He conveys the views of the Superintendent and other Academy senior leaders and arranges for those leaders to address the Board at its quarterly meetings.

6) **Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types:**

    a. **Monitoring**
    b. **Action Item, and**
    c. **Incidental ("FYI").**

The CEO provides concise, clear information in briefing, email, and report forms. The CEO calls for Board involvement as required, provides monitoring reports such as this one, and provides "FYI" materials as appropriate.

7) **Allow the Board to be without reasonable administrative and logistical support for official Board, officer or committee communications and functions.** The CEO provides staff support for arranging quarterly meetings and tele/video conferences, preparation and publication of minutes, arranging for billeting and meals for Board meetings, and providing workspace for visiting directors.

8) **Fail to deal with the Board as a whole except when:**

    a. **Fulfilling reasonable individual requests for information, or**
    b. **Responding to officers or committees duly charged by the Board.**

The CEO deals with the Board as a whole for all action items and fulfills director, officer and committee requests for information and support.

9) **Fail to report in a timely manner any actual or anticipated noncompliance with any policy of the Board.** The CEO seeks to uncover all infractions of Board policy, take corrective action, and report the results to the Board.

10) **Fail to provide for the consent agenda all items delegated to the CEO yet required by law or contract to be Board approved, along with the monitoring assurance pertaining thereto.** The CEO ensures that all items requiring Board approval are presented to the Board and that all consent agenda items delegated to him are placed in the minutes.

Status: In Compliance

MONITORING REPORT

DATE: 24 April 2026

POLICY TYPE: Executive Limitations

POLICY TITLE: AOG/Air Force Academy Foundation COA

POLICY NUMBER: 2.12

POLICY DESCRIPTION:

The CEO will not fail to abide by the provisions of the current AOG/Air Force Academy Foundation Cooperative Operation Agreement as approved by the Board of Directors.

REPORT:

The CEO is abiding by the provisions of the current AOG/Air Force Academy Foundation COA.

Compliance Status: *In Compliance*

Financial Statements
For the fiscal year to date through March 31, 2026
Management Discussion and Analysis

Statement of Financial Position (Page 2)
The enclosed financial results for the fiscal year-to-date through March 31, 2026, were prepared in accordance with generally accepted accounting principles (GAAP).

The total assets of the organization were $126.5 million, an increase of approximately $9.8 million from 2025. The primary reason for the increase is market growth over past year in both investments and beneficial interest, although we saw a decrease in market performance in the month of March 2026. This market growth has also had a positive impact on total net assets, which have increased $10.0 million.

Operating Statement of Activities (Page 3)
Overall, we have a net deficit of $113 thousand for the fiscal year to date due to the market shift in March 2026. We have an operating deficit of $410 thousand which is favorable to budget by $133 thousand due to the overage in revenue and savings we have seen thus far in expenses described below.

Revenues (Highlights Page 3)

- Overall revenue is higher than budgeted by $137 thousand primarily due to a restricted gift from the Foundation being used to support the Engagement Roadshow that was unbudgeted.

Expenses (Highlights Page 3)

- Overall, expenses are on budget with offsetting budget savings in personnel costs, combined with budget overages for event deposits (social events and meetings). Both of these are related to budget timing.

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Operating Statement of Financial Position

As of March 31
(Unaudited)

Assets		**2026**	**2025**	**$ Variance**
Cash and Cash Equivalents		$ 489,692	$ 297,493	$ 192,200
Merchandise Inventory		372,365	433,655	(61,291)
Pledges and Accounts Receivable		205,700	86,500	119,200
Prepaid Expenses and Other		286,536	222,912	63,625
Total Current Assets		**1,354,293**	**1,040,559**	**313,734**
Investments		59,039,023	53,294,378	5,744,645
Beneficial Interest in Trust		63,585,908	59,475,214	4,110,694
Fixed Assets	13,840,942			-
Less: Accumulated Depreciation & Amortization	(11,317,726)	2,523,216	2,890,802	(367,586)
Total Assets		***$ 126,502,440***	***$ 116,700,953***	***$ 9,801,488***
Liabilities				
Accounts and Other Payables		$ 373,108	$ 643,823	$ (270,715)
Agency Deposits		1,703,961	1,542,515	161,446
Deferred Income and Unearned Life Memberships		2,316,956	2,443,141	(126,185)
Intercompany Payable (Receivable)		250,555	217,316	33,238
Other Liabilities		312,101	333,585	(21,484)
Total Liabilities		**$ 4,956,681**	**$ 5,180,380**	**$ (223,700)**
Net Assets				
Unrestricted - AOG Operating Reserve		$ -	$ 1,338,455	$ (1,338,455)
Unrestricted-designated - for Short-term Purposes		-	169,182	(169,182)
Unrestricted-designated - for Endowments		6,255,983	5,534,808	721,175
Invested in Property and Equipment		2,523,216	2,890,802	(367,586)
Unrestricted-undesignated		34,997,567	29,579,765	5,417,803
Total Without Donor Restrictions		***43,776,766***	***39,513,011***	***4,263,755***
With Donor Restrictions		77,768,994	72,007,562	5,761,432
Total Net Assets		***121,545,760***	***111,520,573***	***10,025,187***
Total Liabilities and Net Assets		***$ 126,502,440***	***$ 116,700,953***	***$ 9,801,488***

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Operating Statement of Activities

For the Year to Date ended March 31, 2026
(Unaudited)

Revenues				
Donations and Contributions	$ 114,800		$ 114,800	$ 762
In-Kind Contributions	51,583	28,167	23,417	6,600
Membership Dues	207,895	215,825	(7,930)	214,128
Merchandising	92,402	76,296	16,106	69,541
Member Services	2,150	2,500	(350)	-
Advertising and Sponsorships	188,835	192,444	(3,609)	87,942
Reunion Services	13,146	-	13,146	-
Administration Fees	-	-	-	-
Conferences	3,012	-	3,012	-
Royalties	2,895	6,000	(3,105)	34,698
Football Tickets and Tailgates	-	-	-	-
Activities and Social Events	3,049	6,650	(3,601)	12,086
Miscellaneous Income	1,666	1,627	40	695
Transfers from/(to) Restricted Funds	-	15,000	(15,000)	-
Operating Reserve Support	431,250	431,250	-	-
Total Revenues	**$ 1,112,683**	**$ 975,758**	**$ 136,925**	**$ 426,453**
Operating Expenses				
Salaries and Wages	$ 633,322	$ 673,823	$ (40,500)	$ 571,557
Payroll Taxes	57,620	57,951	(330)	54,397
Benefits	119,992	105,940	14,052	107,443
Board Governance Costs	15,874	12,100	3,774	17,100
Professional Services	72,082	68,913	3,169	47,279
Professional Printing	61,411	65,845	(4,434)	47,916
Postage and Shipping	30,849	30,900	(51)	30,800
Merchandise Cost of Sales	45,591	34,090	11,501	32,881
Insurance and Bonding	41,798	34,520	7,278	26,994
Employee Travel and Meals	23,001	22,050	951	7,425
Social Events and Meetings	38,914	2,475	36,439	43,961
Office Supplies	12,960	11,496	1,464	6,847
Advertising and Corporate Promotion	1,610	5,950	(4,340)	7,124
In-Kind Expenses	67,245	51,895	15,350	7,362
Office Expenses	15,986	18,678	(2,692)	25,512
Technology & Minor Equipment	135,008	142,467	(7,459)	115,934
Employee Training and Education	1,099	4,620	(3,521)	213
Facilities Expenses	69,919	51,136	18,783	76,241
Depreciation and Amortization	77,910	123,600	(45,690)	146,178
Total Operating Expenses	**$ 1,522,191**	**$ 1,518,448**	**$ 3,743**	**$ 1,373,161**
OPERATING SURPLUS/(DEFICIT)	**(409,508)**	**(542,690)**	**133,182**	**(946,709)**
Investment Income				
Investment Interest & Dividends	33,896	31,050	2,846	254,525
Realized/Unrealized Gains/(Losses)	98,325	98,325	-	(58,280)
Total Investment Income	132,221	129,375	2,846	196,245
Other Income and Deductions				
Grant/Service Agreement from AFAF	62,500	62,500	-	87,500
Allocated Expenses to Foundation	101,783	97,274	4,509	87,265
Total Other Income and Deductions	164,283	159,774	4,509	174,765
NET SURPLUS/(DEFICIT)	**$ (113,005)**	**$ (253,541)**	**$ 140,536**	**$ (575,699)**

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Schedule of Investments

For the Year to Date ended March 31, 2026
(Unaudited)

	Amount	%	Target	Max
Cash/Short-term	$ 4,549,021	***8%***	5%	20%
U. S. Equities (value & growth)	22,878,699	***39%***	43%	50%
International Equities	13,501,088	***23%***	28%	50%
Emerging Markets	3,020,293	***5%***	5%	10%
Real Estate/REITs	2,662,616	***5%***	5%	15%
Fixed Income	8,550,887	***14%***	10%	20%
Alternatives	3,876,419	***7%***	5%	20%
Investable Cash and unsold stock	-	-	0%	10%
TOTAL	$ 59,039,023	100%	100%	

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Schedule of Capital Additions

As of March 31, 2026
(Unaudited)

	Actual	Annual Budget
Paid with operating funds:		
Merchandise Area Improvements	$ -	$ -
Building Maintenance	-	-
IT Equipment	11,007	22,000
Total for operating funds	11,007	22,000
Paid with restricted funds:		
	-	-
Total for restricted funds	-	-
TOTAL	$ 11,007	$ 22,000

Affinity Group BOD Read-ahead

Current Affinity Groups (13 total)

GROUP NAME	PRESIDENT	WEBSITE LINK
Academy Boxing Affinity Group	JJ Homan '06	Link
Academy Women	Susan Feland	Link
Bolt Brotherhood Affinity Group	Garrett "Kap" Kauppila	Link
Drum and Bugle Affinity Group	Erin Hammond '18	
E Pluribus Unum (EPU)	Charles Baldwin	Link
Falcon Health Professions Association	Michael Lischak '75	Link
History Affinity Group	Larry Weaver	Link
Jurassic Park Affinity Group	Brandon Baker '92	
USAF Academy Gymnastics Affinity Group	Mark Zamzow '78 (Interim President)	
USAFA Women	Tanya Hurwitz '95	Link
Way of Life	Shayla CantySmith '04	Link
Zoomies Against Sexual Assault (ZASA)	Hannah Campbell '12 (Executive Director)	Link
Zoomie Rugby Football Club	James R. Lamar '95	Link

Website link: https://www.usafa.org/affinity-groups

Guidelines (highlights)

- Affinity Groups are communities of USAFA alumni that actively communicate or gather around a mutual interest or bond with the goal of promoting their purpose in alignment with the United States Air Force Academy (USAFA) and the United States Air Force Academy Association & Foundation.
- Generally, they fall into three categories: identity-based, interest/career-based, or cadet experience-based (e.g., activities that grads participated in while at USAFA).
- **Groups must first qualify, and then maintain, their Affinity Group status**
    - **Maintaining status requires an annual resubmission of the application**
    - **All groups must wholly align with the mission, goals, policies, and objectives of USAFA and the Association & Foundation**
- Affinity Groups are responsible for their own budget and can maintain 501(c)(3) or 501(c)(19) status for tax purposes
- They are permitted to set up donation support or endowments through the Association and Foundation
- Support from the Association & Foundation includes the following:
    - Email blasts
    - Newsletters
    - Event support
    - Speaker requests

Affinity Group Guidelines link:
https://usafa.org/media/Documents/Alumni%20Relations%20Documents/affinitygroupguidelinesv1.pdf

Operating Model

The initial pilot will operate using a distributed task structure across key Association & Foundation personnel with defined FTE allocations and requisite experience:

- Accountable Lead: 0.25 FTE (~2 hrs/day)
    - Col. (Ret.) Cornelius ‘00, EVP of Alumni Relations
- Alumni Services Support: 0.10 – 0.15 FTE (~1 hr/day)
    - Col. (Ret.) Bennett ‘93, Senior Director of Alumni Services
- Engagement Support: 0.10 – 0.15 FTE (~1 hr/day)
    - Lt. Col. (Ret.) Walkewicz, SVP of Engagement
- Development Partner: 0.05 FTE (~24-30 min/day)
    - Megan Myers, AVP of Development
    - Hunter Sickels, Director of Development (DC area)
- Executive Sponsor: 0.02 FTE (~10 min/day)
    - Mark Hille ’97, CEO
- *Optional: Part-time NCR Coordinator (recommended)*
    - Assign 0.3 – 0.4 FTE (part-time) support to:
        - Schedule and coordinate meetings
        - Manage follow-ups
        - Track relationships
        - Prepare engagement briefs
    - Note: The EVP does not currently have an EA
    - Note: If the EVP is the Accountable Lead, you are asking a senior executive to also:
        - Own a new strategic market
        - Execute relationship-heavy work that requires repetition, potentially in person
        - Maintain existing portfolio of responsibilities

BL: This only works if there is intentionality to reallocating workload and support capacity.

Phases (6-month pilot)

Phase 1: Stand-Up (1 – 31 May 2026)

- **Goals:**
  - Develop NCR target list (40 – 60 individuals) and identify key alumni leaders, trusted advisors, and connectors (e.g., GO/FO, SES, staff, advisors, etc.)
  - Establish engagement calendar and cadence; adhere to FTE distributions
  - Report success/risk updates to External Communications Committee (ECC)

Success Metrics

Metric	May	Jun	Jul	Aug	Sep	6-month Targets
High-value Engagements	4	4	4	6	6	20-25
*Unique Contacts	2	2	2	3	3	12-15
New Introductions & Repeat Engagements	1-2	2	2-3	3	3	Positive trend
Follow-up Timeliness	>80%	>80%	>85%	>90%	>90%	<48 hrs / meeting
Meetings Hosted	0-1	1	0-1	2	2-3	1 per month avg.

*Individual at a senior level of influence who has engaged in at least one substantive interaction with the A&F during the reporting period (GO/FO, SES, O-6, VP+, key congressional staff, etc.)

Risks

Risk Area	Status	Leading Indicators	Mitigation
Execution Dilution / Competing Priorities	X/X/X	Missed targets & milestones; staff overload	Protect FTE; lock standing coordination dates / staff time; monthly portfolio review (CEO)
Follow-up Consistency & Cadence	X/X/X	Follow-ups >72 hrs; ambiguity in meetings	Reevaluate engagement quality & purpose; rescope relationship
Engagement Depth / Rate Decrease	X/X/X	Low repeats; mostly intro meetings	Prioritize second meetings; reevaluate virtual / in-person
Targeting Accuracy	X/X/X	Few intros; low influence contacts	Monthly portfolio review; replace low-value targets

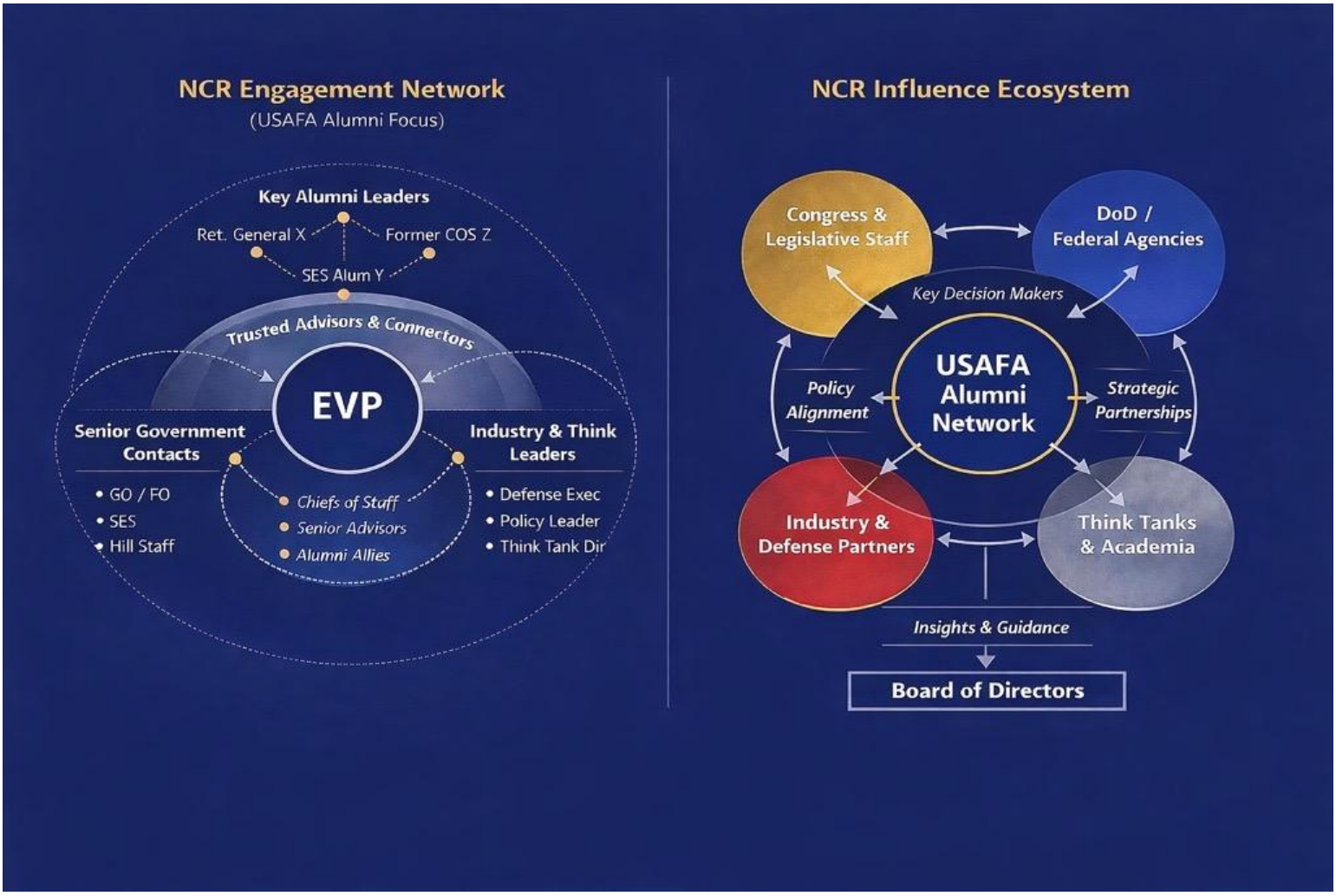
Off Track | At Risk | On Track

External Communications Committee (ECC):

- Gen. (Ret.) Thompson ’85, ECC Chair
- Lt. Gen. (Ret.) Bishop, Director
- Col. (Ret.) Cinnamon ’91, CAS President
- Christian Evans ’08, Treasurer
- Mark Hille ’97, CEO

Phase 2: Engagement (1 Jun – 24 Jul 2026)

- **Objective:** Establish access to senior NCR stakeholders and demonstrate the ability to generate repeat, high-quality engagements.
- **Goals (outside of reported metrics):**
    - Begin detailed mapping of relationships and identify connections
    - 5 Ws: Review who was engaged, what progressed/stalled, and next actions at least once each month (EVP + CEO)
    - Maintain FTE discipline
        - ~2 hours per day – EVP; ~1 hour per day – SVP & Senior Director
    - Weekly coordination with Development on who was engaged and any additional relationship opportunities
        - AVP of Development
        - Director of Development (DC area)
    - Engage the Superintendent with regards to the Association & Foundation providing updates at the BOV meetings (OPR: CEO)
    - Provide update at 24 Jul AOG BOD meeting



Phase 3: Signal & Assessment (25 Jul – 16 Oct 2026)

- **Objective:** Validate that relationships are deepening into trusted engagement and producing clear strategic signals.
- **Goals (outside of reported metrics):**
    - Advance key relationships to opportunity stage with intros to CEO
    - Determine opportunity signal via early indicators (e.g., strategic partnerships in key areas) and evidence of trust (follow-ups, invitations, repeat meetings)
    - Evaluate repeat engagements, network expansion, and access gains
    - Provide update at 16 Oct AOG BOD meeting and prepare recommendations for COA 2, if supported

**** Decision Gate (End of Month 6 / October BOD meeting) ****

Scale to COA 2 (Anchor Staff Member) if:

- Engagement demand exceeds capacity from current staff
- Access to senior leaders has improved
- Funding supports a part-time or full-time anchor member (~$100-150K)

CEO Asks:

- ☐ Approve 6-month NCR pilot under COA 1 and accept the associated risk for the operating model
- ☐ Endorse FTE allocation and operating model
- ☐ Align on success metrics and reporting cadence
- ☐ Authorize follow-on recommendation at conclusion

Board of Directors Meeting
24 April 2026
Doolittle Hall Assembly & Zoom
8:00 a.m. – 4:00 p.m.

8:00 a.m. – 11:00 a.m.

Agenda

I. Call to Order/Chairman's Welcome

II. Moment of Silence

III. Pledge of Allegiance

IV. Shared Values & Duty of Care, Loyalty and Obedience

V. Membership Minute (*Up to 30 minutes will be set aside for members to provide comments.*)

VI. Approval of the Consent Agenda

   a. 19 February 2026 Board Meeting Minutes - *Moved for discussion after Section XI (Reports of Committees) and before Section XII (Task Force)*

   b. 3 April 2026 Special Meeting Minutes

   c. 2.1 Treatment of Members and Other Constituents

   d. 2.9 Monitoring Report Board Awareness and Support

   e. 2.12 Monitoring Report AOG-AFAF COA

   f. Q1 Financial Reports

   g. Affinity Group Criteria for Good Standing

   h. NCR COAs

VII. Approval of the Agenda

VIII. Staff Reports

   a. CEO Report (*Mark Hille*)

   b. EVP of Alumni Relations Report (*Michael "Baja" Cornelius)*

i. Career Services

ii. Chapters – Updates from Chapter Presidents

c. EVP of Development (*Kelly Banet*)

i. 1Day1USAFA

IX. Strategic Inquiry (*Director Almand)*

a. Engagement

10:45 a.m. – 1:00 p.m. | Break in Livestream for Lunch | AOG BOD to Mitchell Hall

1:00 p.m. – 3:00 p.m.

X. Class Advisory Senate – Update *(Director Cinnamon)*

XI. Reports of Committees

a. Nominating Committee *(Director Dial)*

i. 2027 Election Timeline & Rules

ii. Motions

1. Approval of Timeline & Election Materials Presented

2. Approval for A & F Staff to Send Communications Membership

b. Governance Committee *(Director Krauth)*

i. Governance Policies Category III Review

ii. Mark Volcheff – Recommended as non-director, voting member

iii. Motions

1. GP - Attachment 1 (Heritage Committee) Removal

2. Bylaws - Article V Section 9 - Meeting Minutes Language Revision

c. Finance and Investments Committee *(Director Evans)*

i. Tabled Motions: Dependent Scholarship Fund & Davis Fund

ii. Budget Update

d. Audit Committee *(Director Carpenter)*

i. Audit and IRS Form 990

e. External Communication Committee *(Director Thompson)*

XII. Task Force Updates

a. Implementation *(Director Walker)*

3:00 p.m. – 3:15 p.m.

XIII. Motions*

i. Director Fogassy - Copy of US Constitution to USAFA Cadet Wing
ii. Director Bohlin - A Meeting Report Replaces Provisional Minutes (PM)
iii. Director Bohlin - Establish Executive Committee (EC) Task Force
iv. Director Merideth – Articles of Incorporation - Restatement
v. Director Merideth - Diamond Anniversary Planning

**In accordance with Robert's Rules of Order (RONR), Directors can propose motions during the meeting.*

3:15 – 3:30 p.m.

XIV. Good of the Order - Opportunity for Directors to offer brief, informal observations, compliments or suggestions concerning the work of the organization. Designed for non-substantive discussion regarding the welfare of the organization (1-2 mins per Director who wishes to comment)

3:30 – 4:00 p.m.

XV. Executive Session

i. Internal Standards for Election - Article V, Section 8, C

4:00 p.m.

XVI. Adjourn / Assignments for next meeting, July 2026

i. AOG/AFAF Update
ii. Committees/CAS Reports
iii. Governance Policies Cat III Motions
iv. Review Investment Report
v. Reception with CAS
vi. Distinguished Graduate Dinner

6:00 p.m. – 9:00 p.m.

USAFA 50th Commemoration Dinner

Hotel Polaris

Dress: Semi-formal

This replaces Association & Foundation Board Dinner

AOG Board of Directors Meeting

24 April 2026

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Agenda

1 Call to Order

2 Chairman's Welcome

3 Moment of Silence & Pledge of Allegiance

4 Shared Values

5 Membership Minute

6 Approval of Consent Agenda

7 Approval of Agenda

8 Staff Reports

8 Strategic Inquiry

9 Class Advisory Senate

10 Reports of Committees

11 Task Force Updates

12 Motions

13 Good of the Order

14 Executive Session

CALL TO ORDER/
CHAIRMAN'S WELCOME

MOMENT OF SILENCE/
PLEDGE OF ALLEGIANCE

SHARED VALUES

&

DUTY OF CARE, LOYALTY, AND OBEDIENCE

Shared Values: Commitment (Space Force Handbook 1-1)

COMMITMENT:

- We are committed to the pursuit of mastery within ourselves, our profession, and our domain, knowing this is a lifelong journey, not a destination.
- We see opportunities where others may see challenges.
- Commitment means more than just showing up every day—it means showing up every day to make a difference

- I will work to achieve audacious goals, learning from my experiences.
- I will offer candid feedback when appropriate to facilitate growth and improvement.
- I will embrace challenges and work to be better tomorrow than I am today.

Duty of Care, Duty of Loyalty, Duty of Obedience

Duty of Care:

- Directors must act:
- In good faith; With prudence and diligence
- In a manner the Director reasonably believes to be in the best interests of the nonprofit

Duty of Loyalty:

- Directors are obligated to put the organization's interest ahead of any personal, private or competing interest,
- Included in the Duty of Loyalty is the Duty of Confidentiality
- Directors must not disclose confidential information discussed at a board meeting,
- Directors must not disclose personal information that they've received as part of their position on the Board;
- Directors must not share outside the AOG information obtained as part of their position, including sharing discussions and/or arguments within Board deliberations once the Board has decided on the matter.

Duty of obedience:

- Directors responsible for ensuring the organization complies with federal, state, & local laws
- Directors must ensure the organization's and their individual activities comply with the AOG's stated mission and purpose, as well as the Board's own internal guidance, bylaws, and policies;
- Directors must carefully guard against any conflict of interest This includes not merely financial conflicts of interest, but any conflict of interest with a Director's other personal, business, social and political interests

MEMBERSHIP MINUTE

APPROVAL OF CONSENT AGENDA

a. 19 February 2026 Board Meeting Minutes
b. 3 April 2026 Special Meeting Minutes
c. 2.1 Treatment of Members and Other Constituents
d. 2.9 Monitoring Report Board Awareness and Support
e. 2.12 Monitoring Report AOG-AFAF COA
f. Q1 Financial Reports
g. Affinity Group Criteria for Good Standing
h. NCR COAs

APPROVAL OF AGENDA

CEO Report

Mark Hille ’97

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

CEO Update

Engagement

- Revitalize and reinvest in grad chapters
- Activate NextGen participation
- Enhance distribution of “Here’s a Toast” publication
- Complete graduate survey in 2026

Philanthropy

- Raise support for key projects ($9mm in Q1) while planning future campaign
- Graduate participation – “skin in the game”
- Deploy class connection to elevate results

CEO Update

Stewardship

- Timely and accurate annual statements and fund reports, best to date
- Academy gift acceptance remains a challenge
- Updated services agreement with Falcon Foundation
- Enhanced special status in NDAA

Communications

- Continuing enhancements to new website (e.g. contact and awards)
- Tracking and announcing promotions and appointments

CEO Update

Organizational Excellence

- Succession planning, board presentation in July
- Strengthen board & staff composition with leading talent & experience
- Enhanced staff onboarding, improved employee handbook

EVP of Alumni Relations Report

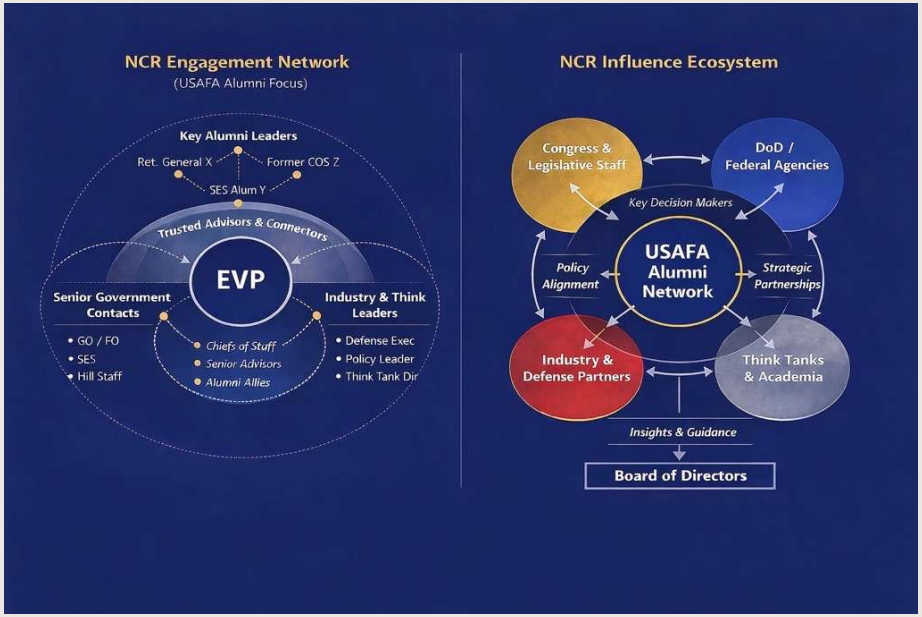
Michael “Baja” Cornelius ’00

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Quick Updates (read-aheads)

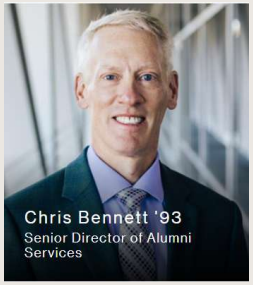
- Affinity Groups
  - 13 groups in good standing
  - Guideline overview provided w/ links
- NCR Strategy (recommended COA)
  - Moving forward with a 6-month pilot program w/ EVP as the accountable lead
  - Progress updates: CEO (weekly) and ECC (monthly) prior to Oct AOG Board decision point

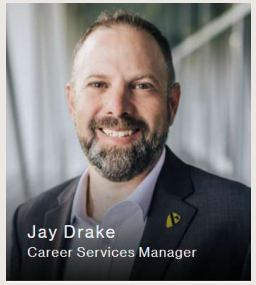
GROUP NAME	PRESIDENT	WEBSITE LINK
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Academy Women	Susan Feland	Link
Bolt Brotherhood Affinity Group	Garrett "Kap" Kauppila	Link
Drum and Bugle Affinity Group	Erin Hammond '18	
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Zoomie Rugby Football Club	James R. Lamar '95	Link

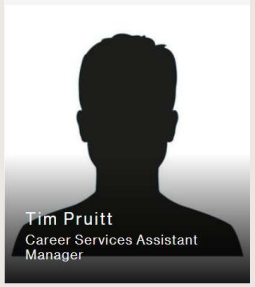


Career Services Update

- 2022 Survey Feedback
  - Grads wanted help making career connections/transitions *regardless of persona*
- Pre-2025 = SACC
- **A complete program overhaul and organizational redesign began between Feb – Jul 2025**
- 2025 Hires
  - February: Col. (Ret.) Cornelius '00
    - EVP of Alumni Relations
  - July: SFC (Ret.) Drake
    - Career Services Manager
  - November: Col. (Ret.) Bennett '93
    - Senior Director of Alumni Services
- 2026 Hire
  - March: SFC (Ret.) Pruitt
    - Career Services Assistant Manager

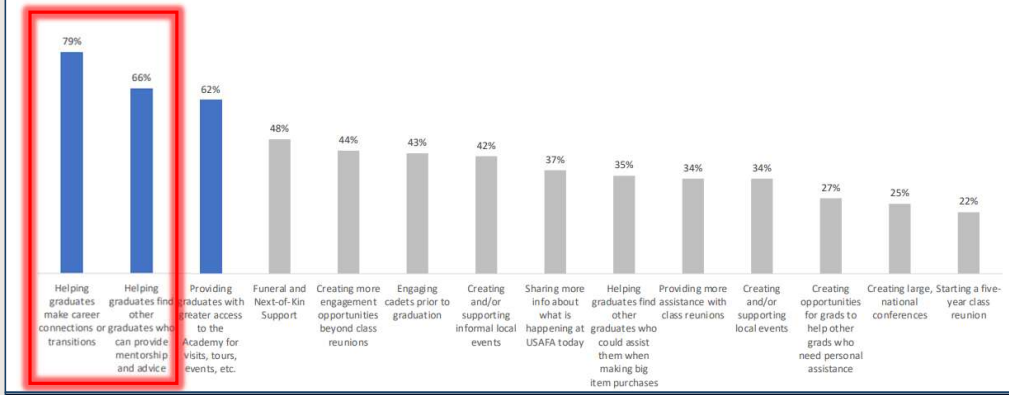






How Can the AOG Best Support Its Graduates?

"A vital part of the AOG's mission is to support USAFA's graduate community, but we found that means different things to different people. The following is a list of things that the AOG could add or expand upon, and we would like to know which you would be interested in"



How Could the AOG Support Graduates?

	Total	% "Interested"					
		Actively Engaged	Proud & Show It	Inwardly Proud	Not Valued	Lost Interest	At Odds
Helping graduates make career connections or transitions	79%	85%	81%	79%	78%	69%	66%
Helping graduates find other graduates who can provide mentorship and advice	66%	79%	68%	65%	65%	56%	52%
Providing graduates with greater access to the Academy for visits, tours, events, etc.	62%	69%	67%	60%	64%	52%	47%
Funeral and Next-of-Kin Support	48%	58%	50%	46%	43%	41%	47%
Creating more engagement opportunities beyond class reunions	44%	57%	48%	43%	52%	29%	26%
Engaging cadets prior to graduation	43%	55%	49%	40%	37%	33%	28%
Creating and/or supporting informal local events	42%	54%	48%	40%	42%	32%	23%
Sharing more info about what is happening at USAFA today	37%	47%	44%	37%	28%	23%	23%
Helping graduates find other graduates who could assist them when making big item purchases	35%	42%	40%	34%	32%	23%	21%
Providing more assistance with class reunions	34%	44%	38%	33%	30%	18%	26%
Creating and/or supporting local events	34%	56%	47%	30%	23%	13%	15%
Creating opportunities for grads to help other grads who need personal assistance	27%	34%	29%	25%	31%	26%	21%
Creating large, national conferences	25%	37%	30%	23%	26%	15%	14%
Starting a five-year class reunion	22%	30%	26%	22%	21%	15%	11%

SACC EVENTS OVERVIEW

Student & Alumni Career Conference · 2014–2026 · All events

47	2638	4287	91	125	155
TOTAL EVENTS	TOTAL REGISTRATIONS	COMPANY APPEARANCES	AVG COMPANIES/EVENT	PEAK REGISTRATIONS	PEAK COMPANIES



SACC Timing & Location Performance Highlights

WASHINGTON DC — YEAR-OVER-YEAR TREND

CHART: LINE BAR MIXED



SAN DIEGO — YEAR-OVER-YEAR TREND

CHART: LINE BAR MIXED



LOCATION PERFORMANCE HEATMAP — AVG REGISTRATIONS PER MONTH

LOCATION	FEB	MAR	MAY ◀	AUG	OCT	NOV	EVENTS	AVG REG
Washington DC	–	–	87	–	82	–	9	86
San Antonio	–	–	–	–	–	63	5	63
Jacksonville	33	50	–	–	–	–	3	39
Dallas	–	–	–	–	–	48	2	48
Atlanta	42	46	–	–	–	–	3	43
San Diego	–	–	39	46	–	–	10	45
Savannah	30	41	–	–	–	–	4	38
Chicago	–	–	31	–	–	35	2	33

INTAKES & COMPANY GROWTH

Jul 2025 – Apr 2026 · Monthly contacts & intake volume

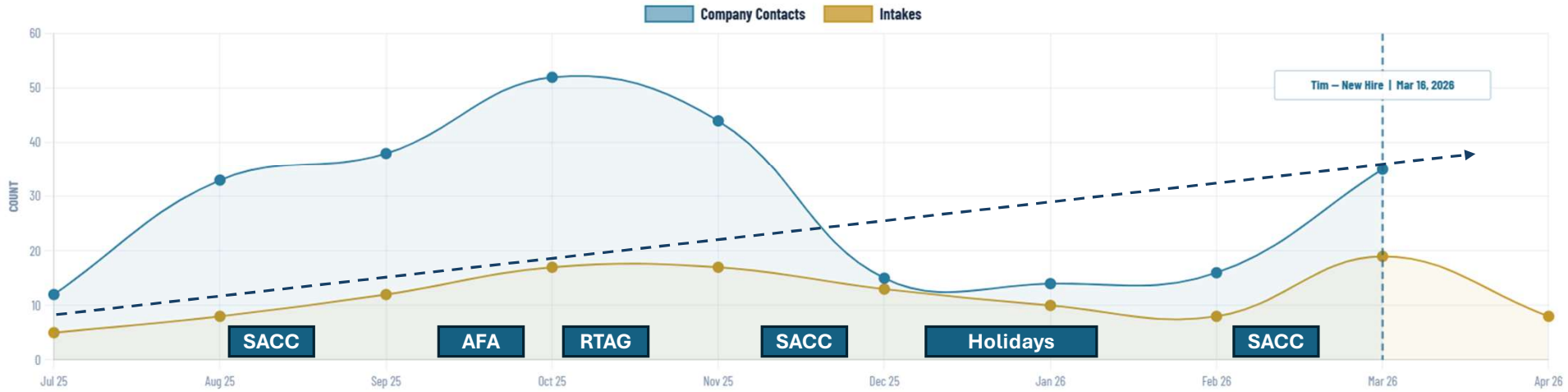
117	19	11.7	269	52	26.9
TOTAL INTAKES YTD	PEAK — MAR 26	MONTHLY AVG	TOTAL CONTACTS	PEAK — OCT 25	MONTHLY AVG

INTAKES ONLY | COMPANY ONLY | **OVERLAY BOTH**

● Jay — Head of CS (Jun 2025) ● Tim — New Hire (Mar 16, 2026)

INTAKES & COMPANY CONTACTS — OVERLAID

CHART: BAR | **LINE** | MIXED SERIES: INTAKES | COMPANY



Career Services – Way Forward

- Joint Service Academy Alumni Executive Conference (JSAAEC) – Jun ’26
  - SACC
- Increase grad intakes through messaging/marketing while monitoring capacity (~3/day)
- Continue to build company contact base (including recruiters)
- Add other conferences pertinent to the 40-50% of grads that transition to the airlines
- Incorporate any feedback from the 2026 survey into our action plan for 2026

https://www.usafa.org/career-services







EVP of Development Report

Kelly Banet

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Break

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Strategic Inquiry - Engagement

Director Almand

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

SESSION AGENDA

75-minute working discussion | April 2026

0:00 – 0:05	Opening framing & ground rules
0:05 – 0:20	Q1 — Chapters: local engine or legacy structure?
0:20 – 0:35	Q2 — Who is engaged and what does the data tell us?
0:35 – 0:50	Q3 — What does the AOG offer a 2015 graduate?
0:50 – 1:05	Q4 — What would we need to fundamentally change?
1:05 – 1:15	Commitments round & close

Each question: one opening probe → open discussion → debrief move

Q1: CHAPTERS

Local engagement engine or legacy structure?

Q1: CHAPTERS

Opening probe

- If chapters didn't exist today, would we invent them — and in what form?

Follow-up probes

- Where do chapters and affinity groups compete for the same graduate, and who wins?
- What does "right-sized" mean — fewer chapters, smaller chapters, or a different model entirely?

Central dilemma

- Geographic loyalty (chapters) vs. identity-based community (affinity groups)

Debrief move (at 17 min)

- "A revitalized chapter does _____ that no other structure in our ecosystem can."

Q2: ENGAGEMENT DATA

Who is engaged — and what does the data tell us?

Q2: ENGAGEMENT DATA

Opening probe

- Which segments of our graduate population are most engaged today?

Follow-up probes

- Is disengagement a lifecycle problem (graduates age back in) or structural (we never earned their loyalty)?
- Are we measuring the right things? What data do we wish we had?

Central dilemma

- Disengagement as a product problem vs. disengagement as a life-stage inevitability

Debrief move (at 32 min)

- Quick show of hands: which root cause hypothesis would you most want to test?

Q3: VALUE PROPOSITION

What does the AOG offer a 2015 graduate they cannot get elsewhere?

Q3: VALUE PROPOSITION

Opening provocation

- "A 2015 grad is 33 years old, in their first leadership role, building a family, and has a dozen organizations competing for their time. Why should AOG be one of them?"

Follow-up probes

- What do we offer that LinkedIn, affinity groups, or their squadron network cannot replicate?
- What would a 2015 grad have to believe about the AOG for membership to feel obvious, not obligatory?

Central dilemma

- Membership as duty / identity vs. membership as tangible value exchange

Debrief move (at 47 min)

- Write a one-sentence membership pitch to a 2015 grad — no appeals to tradition.

Q4: CHANGE

What would we need to fundamentally change?

Q4: CHANGE

Opening probe

- What is the one thing we are most reluctant to change that may be the most important thing to change to make us irreplaceable to the Long Blue Line?

Follow-up probes

- What would we need to stop doing to free up the resources transformation requires?
- What does “irreplaceable” mean to a generation with more professional networks than any before it?

Central dilemma

- Preserve what makes us distinctly USAFA vs. evolve to meet graduates where they are

COMMITMENTS ROUND — 15 MINUTES

Each director answers three questions:

- One thing the AOG should stop doing
- One thing the AOG should accelerate
- One question that must be answered before our next session

Record all answers visibly — this becomes the working agenda for the 90-day sprint.

THANK YOU

BREAK FOR LUNCH
1045 – 1300 MT

Class Advisory Senate

Director Cinnamon

ASSOCIATION OF GRADUATES
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Reports of Committees

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Nominating Committee

Col (Ret.) Hank Hoffman ’63

Col (Ret.) Bob Lowe ’71

Gen (Ret.) David “DT” Thompson ’85

Lt Col Nathan Dial ’10

Maj Alexander Fogassy ’12

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April Discussion Points

01 Committee Non-Directors

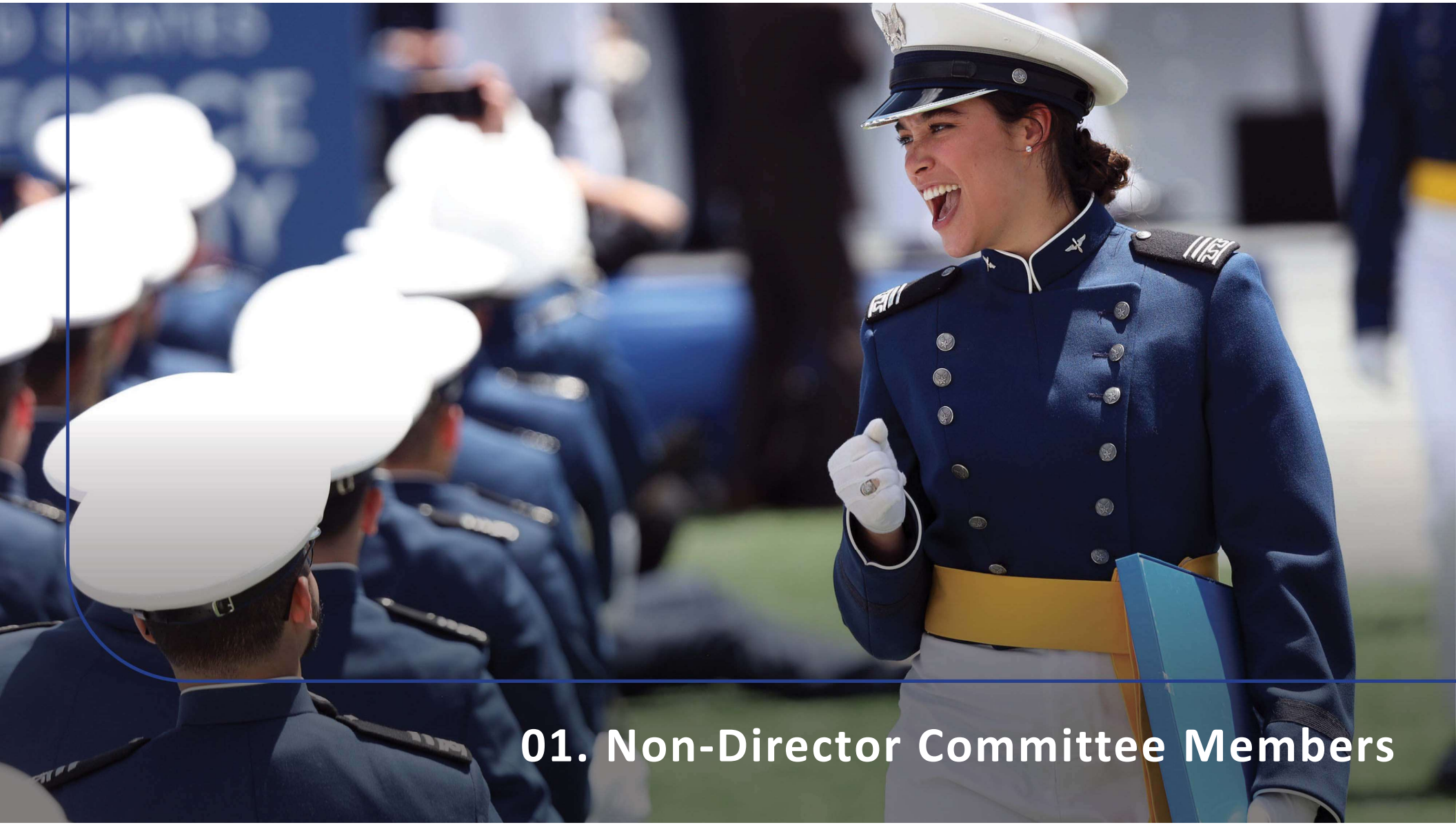
02 2025 Election Statistics

03 Staff & Legal Counsel

04 2027 Timeline & Elements

05 Pending Actions

06 Executive Session



01. Non-Director Committee Members

Nominating Committee Non-Directors

Names | Graduation Year

1. Eric Hembling | 2020
2. Johnston Hall | 2012
3. Krystal Gurnell | 2011
4. Marc Fulson | 2003
5. Tish Norman | 1985
6. Tom Berry | 1971
7. Dana Drenkowski | 1968

Roles on Committee:

Confirmed, none are running for election in 2027

Non-voting members

Provide information, feedback, and ideas to the committee

Serve as committee members for awards over the next two cycles



02. 2025 Election Statistics

2025 Election Statistics

Total number of candidates: 16

Decades Represented on Ballot:

- **1960s** (1) **| 1970s** (6) **| 1980s** (2) **| 1990s** (2) **| 2000s** (1) **| 2010s** (4) **| 2020s** (0)

Top 5 Vote Receivers

- Director Walker – 3,980 (45.1%)
- Director Merideth – 3,953 (44.8%)
- Director Bohlin – 3,310 (37.5%)
- Director Bishop – 3,953 (44.8%)
- Director Fogassy – 3,475 (39.4%)

First Person out = 3,268 votes (37.0%)

- 42 votes difference between 5th and 6th place



03. Staff and Legal Counsel

Information From Staff & Legal Counsel

1. What are the left and right bounds according to Colorado State Law for Directors regarding the following:

   - Endorsing Motions | Petitions | Candidates
   - Publicly endorsing candidates, motions, or petitions?
   - Restrictions on the use of AOG or Foundation trademarks, branding, or official letterhead in election-related communications?
   - When individuals or groups distribute communications (e.g., emails or mailers), are there required disclaimers to ensure compliance with Colorado law?
     - If so, could you provide an example of an appropriate disclaimer?



04. Election Materials

Top of Election Ballot

Remaining Directors 2027-2029

1959 & 1960s Representation (0)

- No representation
- # on Ballot

1970s Representation (3)

- Bohlin ’71, Meredith ’73, Bishop ’74 (terms expire in 2029)
- # on Ballot

1980s Representation (2)

- *Thompson ’85* & Walker ’88 (terms expire in 2029)
- # on Ballot

Appointed Director

1990s Representation (0)

- No representation
- # on Ballot

2000s Representation (0)

- No representation
- # on Ballot

2010s Representation (2)

- *Walters ’11* & Fogassy ’12 (terms expire 2029)
- # on Ballot

2020s Representation (0)

- No Representation
- # on Ballot

Recommendations to Staff

Need to Set the Stage

The AOG Staff should make an all of organization effort to inform members about the election 15-30 days before submissions open 1 July & before the start of the election 2 February.

Explain the Following:

1. Official vs Unofficial correspondence
2. Colorado State Law – Groups obtaining physical mailing address
3. Election materials
4. 6 Seats open, requiring 12 candidates on ballot minimum
5. Changes between 2025 and 2027 elections
    1. Can join AOG and vote during election
    2. 100 signatures required to be on ballot
    3. 30 days before election start, all materials including motions on website

2027 Election Timeline

1-15 Jun 2026	Official Mail, Email, and Social media campaign setting stage for election
1 Jul 2026	Windows open for candidate submissions
2 Oct 2026	Window closes for candidate submissions
~16 Oct 2026	Board finalizes list of candidates on ballot
~1 Dec 2026	Board finalizes materials to go on ballot (petitions, bylaw changes, etc.)
2 Jan 2027	30 days notice to members & website with all information including motions goes live
2 Feb 2027	Election voting begins
2 Mar 2027	Election voting ends
16 Mar 2027	Official notification for members who are elected (Board Chair) & not elected (NC)
Apr 2027	New directors seated

Election Materials – *Less is More*

1. Current Photo

2. No longer than 2-page CV/Resume

3. Answer the following question in 300 Word (2300 Characters) or less:
   - How have you contributed to the Long Blue Line since graduation and what do you plan to do once on the AOG Board of Directors?
     - New Requirement for 2027
     - Reduces written Items from 4 task with up to 1200 total words down to 1 task with up to 300 words.

4. Obtain 100 Signatures from AOG Members
   - New requirement for 2027

Voting Integrity & Participation Goals

Everyone voting must be an AOG member

People can opt into AOG membership during the election and vote, after 3-day verification period

- New feature of 2027 Election

Staff Inputs?

Voting Integrity & Participation Goals

Joint Strategic Plan: *By 2028 85% of graduates opt into AOG membership*

- Currently 72% of living graduates are members (~40,000)
- 2027 Election Goal: 80% of living graduates are members (~45,000)

Joint Strategic Plan: *25% of AOG members participate in election*

- Voting Participation rate (5K – 50K voters): 15.85%
- Voting participation rate (25K – 50K voters): 8.98%
- 2025 Election 38,952 members & 8,907 voted (22.87%)
- 2027 Election Goal: ~10,000 voters (~25%)

Motion 1

The Nominating Committee moves that the Board approve the timeline and election materials as presented.

Motion 2

The Nominating Committee moves that the Board approves the staff to send out the full range of communication mediums to inform membership about the election rules, responsibilities, and timeline.



05. Pending Actions

Pending Actions & Presentations

Motions & Petitions:

- To Be Determined during October Board Meeting how the Committee will handle
- Unclear if there will be complicated motions/petitions that will be difficult for membership to understand

Potential Solution for Complicated motions:

1. Have Wyatt's staff create a neutral Synopsis (standardized word limit)
2. Supporter on the board offer supporting statement (standardized word limit)
3. Opponent on the board offer criticism statement (standardized word limit)

Questions for Membership

- Unclear if there are questions, we want to pose to the membership on ballot

Governance Committee

Director Krauth

Members

- Lee Krauth ’72
- Dan Bohlin ’71
- Denny Merideth ’73
- Jenn Walters ’11
- Skip Morgan (non-director) ’72
- Proposal to add Maj Gen (Ret) Mark Volcheff ’75

Governance Committee

- Drafting a “Code of Conduct” for the BOD to be finalized for the July 2026 meeting
- Reviewing/revising Governance Policy Manual Cat III to present to the BOD at the July 2026 meeting

Motion to Revise Bylaws Article V Section 9 – Meeting Minutes

The Governance Committee moves that the Board revise the language for Bylaws Article V Section 9 – Meeting Minutes to read as follows:

a. The Board shall publish minutes for all Board meetings, unless the subject matter meets the exceptional circumstances outlined in Section 8 above or the vote concerns an honorary membership. Board meeting minutes shall be produced, reviewed, and approved consistent with Robert's Rules of Order, 12th Edition §48. Minutes should contain mainly a record of what was done at the meeting, not what was said by the members.

b. Approval procedure shall be in accordance with Robert's Rules of Order, 12th edition, §41.9. Following the reading (or waiver thereof) of the minutes the chair shall ask if there are any corrections. Corrections, when proposed, are usually handled by unanimous consent, but if there is objection to any proposed correction, it shall be handled as a subsidiary motion to amend. Minutes should be published within five days of approval by the Board.

Purpose / Rationale: The current bylaws were drafted before our meetings were live streamed and recorded and available for all members to see exactly what was said and by whom. According to Robert's Rules of Order our minutes should succinctly be a record of what was DONE, NOT what was said or by whom. The "substantively descriptive" verbiage has led to multiple iterations and excessive back and forth as to what should be included in the minutes. This has led to unreasonable, excessive time being spent by staff and directors alike.

Supporting Documentation
None.

Financial or Operational Impact (if any):
None.

Motion to Remove Attachment 1 - Heritage and Traditions Committee Instruction from the Governance Policies

The Governance Committee moves that the Board remove Attachment 1 - Heritage and Traditions Committee Instruction from the Governance Policies.

Purpose / Rationale:
The AOG BOD approved a new committee structure at the 21 October 2022 meeting to include Joint Executive Committee, Audit Committee, Finance and Investment Committee (with Investment Subcommittee), Nominating Committee, and Governance Committee. The motion passed by a vote of 12-2.

Supporting Documentation
Pages 5-6. AOGBOD_Oct21_2022_APPROVED (2).pdf

Financial or Operational Impact (if any):
None.

Finance and Investments Committee

Director Evans

Finance and Investment Committee

Voting Members
Christian Evans ’08 (Chair)
Rod Bishop ‘74

Non-Voting Members
Katie Willemarck, CFO
Glenn Strebe ’87 (Non-Director)
Wes Williams ’00 (Non-Director)
Steven Nelson ’14 (Non-Director)

Board Restricted Funding Motions

Donor Restricted Fund	Original Use and Notes	Fund Balance	Motion
The General L. I. Davis Endowment Fund	To provide financial support to Engineering 410 classes of the Department of Astronautics of the United States Air Force Academy. Should the Academy cease to exist or decide to discontinue the Engineering 410 program, The Fund in its entirety, its principal and current and future earnings, will revert to the Association of Graduates for its use in the furtherance of its lawful goals and objectives as specified in its corporate bylaws. Engineering 410 no longer exists at USAFA.	$76,774	Redesignate the fund: To provide financial support to the Engineering departments greatest need as decided by the Engineering Department Chair.
Graduate Dependent Scholarships	Quasi-endowed fund that has historically funded $500 scholarships for the dependents of graduates. Not impactful and minimal interest.	$108,123 Annual Distribution: $4,000	Redesignate the fund to remove quasi-endowment and more meaningful scholarships.

Budget Update: Additional Board Costs

Year	Governance Costs	Notes (Unbudgeted)
2022	$100,000	4 Meetings
2023	$108,000	3 Meetings; Election $21,000 & **Special Election $17,000**
2024	$55,000	3 Meetings
2025	$130,000	3 Meetings; Election $25,000, **Additional Legal $26,000 & IT Board Costs $26,000**
2026	$75,000 (budgeted) $105,000 (projection)	**February in-person $23,000; Board Tool $6,500**

Audit Committee

Director Carpenter

Members

- Trapper Carpenter ’73
- Garry Dudley ’68
- Denny Meredith ’73
- Ty Shandy ’97, Non-Director (Voting member)
- Don Shafer ’70, Non-Director (Voting member)
- Katie Willemarck, Non-Director (Non-Voting member)

2026 Audit and 990 Timeline

	Audit	990
Fieldwork	February-March	April-May
Draft to Audit Committee	April 27th	May 4th
Audit Committee Meeting	May 7th	May 7th
Summary & Board Vote	Special meeting to approve: May 8th	Special meeting to approve: May 8th
Finalize & Issue	May 13th	May 13th

External Communications Committee

Gen (Ret) DT Thompson ’85

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Task

Develop and submit for Board approval a proposal to establish an External Communications Committee of the Association of Graduates Board of Directors.

ByLaws

ARTICLE VIII. Committees

Section 1. Creation/Designation of Committees: The Board may establish standing and special committees. Committees report to the Board. The Board will establish the composition of each committee except as otherwise specified in the Bylaws.

Recommended Add to By-Laws

Section 6. Standing Committees: The Board shall have, as a minimum, the following standing committees:

e. Executive Communications Committee: The Executive Communications Committee composition and size shall be determined by the Board and will consist of AOG graduate members. The Committee must include at least two directors, one of whom will serve as chair, the President of the Class Advisory Senate and the Chief Executive Officer of the Association of Graduates. Duties of the committee include:

i. Developing enduring themes and messages as related to the Association of Graduates purpose and major initiatives.

ii. Developing an annual external engagement plan.

iii. Developing proposed messages and engagements for emerging issues, hot topics and special interest items.

iv. Assembling and maintaining a “Smart Book” for Director and Staff use.

Recommended Add to Governance Policies

4.9 Bylaws-Directed Standing Committees

g. Executive Communication

1. Composition

a. The Chairperson is appointed by the AOG Chairman of the Board, from among the Directors, with approval by the Board of Directors.

b. The members shall normally be AOG members, and will include as a minimum an additional Director, the President of the Class Advisory Senate and the Chief Executive Officer to the Association of Graduates. Final composition of the Board will be proposed by the Chair of the Committee and approved by the Board of Directors.

c. The primary Association of Graduates staff interface will be the Senior Vice President of Marketing & Communications

2. Means

a. Working with AOG Staff, develop and submit for Board approval enduring themes and messages as related to the Association of Graduates purpose and major initiatives. (July Board Meeting)

b. Working with AOG Staff, develop and submit for Board approval an annual external engagement plan that includes but is not limited to the Board of Visitors, Congress, the Department of the Air Force and leadership of the United States Air Force Academy. (October Board meeting)

c. Working with AOG leadership and staff, develop and submit for Board approval proposed messages and engagements for emerging issues, hot topics and special interest items. (As needed)

d. Assemble and maintain for Director and Staff use a “Smart Book” that includes but is not limited to the current “Roadshow” slide deck, annual themes and messages, talking points for hot topics and example “elevator speeches” for use as desired.

3. Nominal Term: Two years beginning with odd year April Board meeting

4. Meetings: As needed, but not less than between every full meeting of the AOG Board

Motion

Establishment of an External Communications Committee As a Standing Committee of the Association of Graduates Board of Directors3

Proposed Motion: The Board of Directors approves the establishment of the External Communications Committee as a standing committee of the Association of Graduates Board of Directors with roles, responsibilities, tasks and membership as described in the preceding brief and amended in Board deliberations.

Hot Topics, Emerging Issues and Special Interest Items

- On-Going and Coming Change of USAFA Leadership
- Faculty, Staff and Curriculum Changes at USAFA
- Executive Order on Correction of Military Records
- Facility and Infrastructure Needs of the Academy (Linked to 2027 Budget)
- The Upcoming AOG Board Election

Change of USAFA Leadership

Theme	Message	Audience	Posture
Current USAFA leadership	"It has been an honor and privilege to serve and support USAFA under <leader's name> leadership. We wish them all the best in their future endeavors."	All	Active as desired. Press release or statement/Checkpoints
Incoming leadership	"<leader's name> has a long and distiguished service record. We look forward to continuing to serve and support USAFA under their leadership."	All	Active as desired. Press release or statement/Checkpoints
Circumstances surrounding change of leadership	"All senior military leaders serve at the pleasure of the President and senior Department of War leaders. They determine the timing and circumstances of leadership changes, It would be inappropriate to speculate those circumstances."	All	Passive/Respond to Query. Refer to DAF for further comment.

DRAFT

Faculty, Staff and Curriculum Changes at USAFA

Theme	Message	Audience	Posture
Civilian Faculty Reductions/ Changes in Military to Civilian Faculty Ratio	“All Air and Space Force organizations periodically review the size and makeup of their workforce. USAFA has routinely reviewed the size and makeup of the faculty over the years and made changes to ensure it meets the needs and mission of the Academy."	All	Passive/Respond to Query. Refer to USAFA for further comment.
Curriculum Review/Changes	“USAFA has had a process to review and update the curriculum since its inception. This is to ensure it is current and relevant to the needs of cadet and officer candidate development. I do not purview to the specific debate and rationale to specific changes and leave it to USAFA faculty and leadership to perform that role effectively."	All	Passive/Respond to Query. Refer to USAFA for further comment.
Circumstances surrounding change of leadership	"All senior military leaders serve at the pleasure of the President. It would be inappropriate to speculate on circumstances surrounding the change."	All	Passive/Respond to Query. Refer to DAF for further comment.

DRAFT

Executive Order on Correction of Military Records

Reference: https://www.presidency.ucsb.edu/documents/executive-order-14184-reinstating-service-members-discharged-under-the-militarys-covid-19

Theme	Message	Audience	Posture
AOG Position and Actions Related to Correction of Military Records	"The AOG believes the record of every military member should accurately and correctly reflect that member's service. We actively support correction of every member's record as dictated by law, regulation and executive order."	DoW and Administration leadership, and Members of Congress	Active as planned or desired. Direct Engagement.
AOG Position and Actions Related to Correction of Military Records Connected to Executive Order 14184	"EO 14184 directs correct action to redress action taken related to COVID-19, including re-instatement of military members and correction of military records. We have received feedback from our membership regarding the slow pace of action related to the Order. We encourage you to look into this matter to ascertain the pace and veracity of its implementation. We are prepared to provide details of specific cases at your request."	DoW and Administration leadership, and Members of Congress	Active as planned or desired. Direct Engagement.
AOG Position and Actions Related to Correction of Military Records (Including EO 14184)	"The AOG believes the record of every military member should accurately and correctly reflect that member's service. We are committed to actively supporting correction of any AOG member's record as dictated by law, regulation and executive order." "The means by which the AOG can assist in the correction of military records are: "	All	Active as planned or desired. Information on website and in published products.

DRAFT

Back-ups

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Approved Actions from Oct ‘25 Board Meeting

- Finalize proposed language for ByLaws and other governing documents; submit to the Board for approval
- Develop proposed enduring themes and messages for Board approval (use current road show deck as the starting point)
- Identify any hot topics, emerging issues and special interest items; propose associated positions and messages
- Begin development of an annual External Engagement plan

Task Allocation for Upcoming Boards

- Finalize proposed language for ByLaws and other governing documents; submit to the Board for approval – April Board
- Identify any hot topics, emerging issues and special interest items; propose associated positions and messages – April Board
- Develop proposed enduring themes and messages for Board approval (use current road show deck as the starting point) – July Board
- Begin development of an annual External Engagement plan – October Board

Approved By-Laws: 17 Oct 2025

Section 6. Standing Committees: The Board shall have, as a minimum, the following standing committees:

a. Finance and Investment Committee: The Finance and Investment Committee composition and size shall be determined by the Board and will include at least two directors. The Finance and Investment Committee shall be chaired by a director. Members shall be experienced in financial or business management. The Finance and Investment Committee shall review the AOG's Financial Management and Association of Graduates Investment Policy (FMIP), financial condition, investment portfolio and budget, and make recommendations to the Board for modifications as appropriate. The Finance and Investment Committee may establish in the FMIP an investment subcommittee composed of highly qualified professionals to make and manage investments.

b. Audit Committee: The Audit Committee composition and size shall be determined by the Board and will include at least two directors. Members of the Audit Committee shall have financial experience and at least one member shall be a certified public accountant, if possible. The Audit Committee shall oversee the auditing process of the AOG's books and records.

c. Nominating Committee: The Nominating Committee shall be composed of at least two directors, one of whom will serve as chair, and five AOG graduate members at large.

i. The Nominating Committee shall maintain a pool of candidates eligible to serve as directors or committee members.

d. Governance Committee: The Governance Committee composition and size shall be determined by the Board and will consist of AOG graduate members, at least two of whom must be directors. The Governance Committee shall be chaired by the Vice Chair of the Board. Duties of the committee include:

i. Overseeing and evaluating the governance of the AOG as well as the functioning of the Board and the Class Advisory Senate.

ii. Addressing ethics issues and adjudicating conflicts of interest.

iii. Biennially conduct a review of the AOG Bylaws and ensuring that AOG practices are consistent with the Bylaws.

iv. Coordinating periodic board performance evaluations.

Purpose of the Committee

To support the Vision, Mission and activities of the Association of Graduates by facilitating purposeful, proactive and consistent engagement with external stakeholders and the Graduate Community.

Provide AOG Board members and staff with a current, consistent set of themes and messages to support them in their activities and engagements, both official and as desired, unofficial.

Committee Responsibilities

Working with AOG Staff, develop and submit for Board approval enduring themes and messages as related to the Association of Graduates purpose and major initiatives.

Working with AOG Staff, develop and submit for Board approval an annual external engagement plan that includes but is not limited to the Board of Visitors, Congress, the Department of the Air Force and leadership of the United States Air Force Academy.

Working with AOG leadership and staff, develop and submit for Board approval proposed messages and engagements for emerging issues, hot topics and special interest items.

Assemble and maintain for Director and Staff use a “Smart Book” that includes but is not limited to the current “Roadshow” slide deck, annual themes and messages, talking points for hot topics and example “elevator speeches” for use as desired.

Committee Battle Rhythm

- Not Less Than Annually
  - Review, update and submit enduring themes and messages for Board approval
  - Develop and submit a recommended annual engagement plan for Board approval
- Between Board Meetings
  - Identify potential emerging issues, hot topics and special interest items; recommend themes and messages as required
  - Monitor engagement activity, including those related to special interest items
  - Review enduring themes and messages, propose adjustments (as necessary)
- As Needed
  - Call for out-of-cycle Board meetings to address external communications needs related to emerging and urgent issues
  - Entertain and act on out-of-cycle external engagement needs and proposals

Director Rights and Responsibilities

Act as an official representative of the Board only with approval.

When speaking as a representative of the Board, use only approved themes and messages.

Submit proposed themes, messages, special interest items and engagement recommendations for Board consideration through the committee.

As desired, advise the Committee when meeting with external stakeholders that may also serve as an engagement opportunity.

Notes:

1. Directors retain the right to communicate personal opinions independent of Board positions.
2. The CEO retains the authority and responsibility to engage and communicate externally without the need for explicit Board approval.

Committee Membership

Gen (ret) DT Thompson, Chair

Mr Mark Hille, CEO (by position)

Col (ret) John Cinnamon, CAS President (by position)

Lt Gen (ret) Rod Bishop

Mr Chris Evans

Primary AOG Staff Support: Mr Wyatt Hornsby, SVP Marketing & Communications

Other Possible Members

- Generational? (Director Walters or Fogassy)
- At Large?

Executive Order 14184—Reinstating Service Members Discharged Under the Military's COVID-19 Vaccination Mandate (January 27, 2025)

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered:

Section 1. *Purpose and Policy*. On August 24, 2021, the Secretary of Defense mandated that all service members receive the COVID-19 vaccine. The Secretary of Defense later rescinded the mandate on January 10, 2023. The vaccine mandate was an unfair, overbroad, and completely unnecessary burden on our service members. Further, the military unjustly discharged those who refused the vaccine, regardless of the years of service given to our Nation, after failing to grant many of them an exemption that they should have received. Federal Government redress of any wrongful dismissals is overdue.

Sec. 2. *Redress*. Consistent with the policies announced in section 1 of this order, the Secretary of Defense or the Secretary of Homeland Security, as appropriate, shall take all necessary action permitted by law to:

(a) make reinstatement available to all members of the military (active and reserve) who were discharged solely for refusal to receive the COVID-19 vaccine and who request to be reinstated;

(b) enable those service members reinstated under this section to revert to their former rank and receive full back pay, benefits, bonus payments, or compensation; and

(c) allow any service members who provide a written and sworn attestation that they voluntarily left the service or allowed their service to lapse according to appropriate procedures, rather than be vaccinated under the vaccine mandate, to return to service with no impact on their service status, rank, or pay.

Sec. 3. *Additional Agency Responsibilities*. (a) Nothing in this order precludes disciplinary or administrative action for conduct that is proscribed by chapter 47 of title 10, United States Code (Uniform Code of Military Justice, 10 U.S.C. 801-946a).

(b) Within 60 days of the date of this order, the Secretary of Defense and the Secretary of Homeland Security shall report to the President through the Assistant to the President for National Security Affairs on their progress in implementing this order.

Sec. 4. *Severability*. If any provision of this order, or the application of any provision to any person or circumstance, is held to be invalid, the remainder of this order and the application of its provisions to any other persons or circumstances shall not be affected thereby.

Sec. 5. *General Provisions*. (a) Nothing in this order shall be construed to impair or otherwise affect:

(i) the authority granted by law to an executive department, agency, or the head thereof; or

(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.

(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

Task Force Updates

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Implementation Task Force Transparency & Graduate Engagement

Directors Walker, Hoffman, and Cinnamon

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Open Board Meetings

- We have been successful in making board meetings accessible to all graduates (C-SPAN style)
- We have also made recordings of meetings for later viewing
- Meetings have been approximately five (5) hours long
  - It is not reasonable to expect AOG members to listen to five hours of deliberations to determine what occurred during the board meeting.

Centralized Communication Mechanism

- Route graduate messages through the AOG website
  - Enable Board and AOG members to see responses
- Display Senators' information clearly
- Engage the AOG Chapters more rigorously and give them what they need to grow and thrive (including ability to be heard by the Board)
- Collect and archive messages centrally
- Enable analysis of themes and frequency

Transparency & Public Records

- Clarify that messages (and responses) will be treated as public records
- Use website disclaimers to set expectations
- Reinforce accountability for both senders and recipients

What Does Transparency Mean?

- Different board members interpret “transparency” differently
- Need a shared, operational definition
  - AOG members should not have to “dig” for answers
- Dimensions: meeting access, record availability, decision rationale
- Must balance transparency with legal and privacy constraints
  - Executive sessions remain confidential

Internal Board Communication

- Board and Committee Chair comms with AOG staff should be available to other board directors.
- Frustration with opaque decision-making processes
- Need for more consistent, timely updates
- Role of transparency inside the board, not just outward-facing

Implementation Recommendations

- Make it easy for AOG members to know what the board is doing
- Centralize graduate communications via the AOG website
- Adopt a clear transparency framework
- Keep board actions nonpartisan and mission-focused

Motions

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Copy of US Constitution to USAFA Cadet Wing

Motion

Director Fogassy moves that the Board direct the CEO to evaluate, then coordinate with the Superintendent the distribution of a customized, pocket version of the US Constitution with an AOG cover letter to the Cadet Wing. CEO shall give an update to the Board at the next regular Board meeting.

Purpose / Rationale

A military officer's oath to the US Constitution is the cornerstone of the officer's profession. An Academy graduate's understanding of the Constitution is what links any graduate to the Long Blue Line. With a copy of the document, a graduate has a personal reference that will be the "North Star" of any career as a leader of character in service to the Nation.

A Meeting Report Replaces Provisional Minutes (PM)

Motion

Director Bohlin moves that the Secretary use a published Meeting Report (MR), posted on the AOG website, as an interim means to make AOG members aware of Board actions at a meeting. The MR shall be on the website until the Board's approval of its more formal minutes. The approved minutes shall be the only legal record of the Board's official actions and shall be posted on the AOG website.

Purpose / Rationale

The lengthy PM, while very informative, take time to properly construct and be factually correct and error-free. The motion properly keeps the draft minutes under Director and Secretary control as they make corrections until the Board approves the minutes.

Because the Board meets four times a year, the long gaps of time between a meeting date and the date of minutes' approval mean AOG members lack facts of Board actions on a timely basis. With the MR posted during that time gap, the members have information on actions, while the Directors and Secretary work on the more detailed minutes. If errors in the minutes appear after their approval, the Board can take measures to correct those errors.

Establish Executive Committee (EC) Task Force -ECTF

Motion

Director Bohlin moves that IAW Article VIII. Section 7. The Board establish the Executive Committee (EC) Task Force (ECTF) to evaluate the: (1) rationale; (2) Bylaws requirements; (3) EC composition and other factors the ECTF deems necessary for the Board having an EC. With interim reports welcome, a recommendation is due in a final report to the Board, NLT the Board's last 2026 regular meeting.

Purpose / Rationale

Months long gaps between regular meetings and long travel distances for some Directors limit the Board's ability to timely respond to quickly developing events having major impacts on the AOG and/or the Board. Timely EC decisions, with CEO input, may be important to current and future AOG/Board business and overall well-being. In sum, an EC acts as a "board within a board" and it'll be accountable to the entire AOG Board.

Restatement of Articles of Incorporation

Motion

Director Merideth moves that the Board direct the CEO to prepare documentation for the “Restatement of the Articles of Incorporation” to be presented for approval at the July Board of Directors meeting.

Purpose / Rationale

- The purpose is to consolidate the original Articles of Incorporation of January 8, 1968, along with all subsequent amendments into one well organized and updated official governing document.
- The rationale is to reorganize and integrate everything that has changed since formation, making compliance and reference simpler and more efficient.

Diamond Anniversary Celebrations

Motion

Director Merideth moves that the Board direct the CEO to conduct planning in concert with appropriate USAF Academy offices to blend Diamond Anniversary Year Celebrations in 2029 commemorating the 75th Anniversary of the establishment of the USAF Academy on April 1, 1954 and the 70th Anniversary of the graduation and commissioning on June 3, 1959 of the first class of the USAF Academy. The CEO is to brief the Board on the planning and costs at the October 16, 2026, BOD Meeting.

Purpose / Rationale

The purpose is to formalize the planning process to honor USAFA's heritage, highlight the Academy's evolution, and celebrate the legacy of the Class of '69 while engaging current cadets, alumni, and the broader Air Force community. Creation of a theme will tie events throughout the years leading up to the year of commemoration that highlight legacy, transformation, and the future.

Good of the Order

Opportunity for Directors to offer brief, informal observations, compliments or suggestions concerning the work of the organization. Designed for non-substantive discussion regarding the welfare of the organization (1-2 mins per Director who wishes to comment)

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

EXECUTIVE SESSION

STATEMENT TO AFA AOG BOARD OF DIRECTORS
RE AMENDING AOG BYLAW ART. I, SECT 3d

MIKE ROSE, AFA '69 24 Apr 26

The Board should amend Bylaw Article I, Section 3d, by deleting the words "while maintaining neutrality towards and refraining from comment on policy decisions of either organization," for FOUR REASONS:

1. **CONFLICTS WITH ART. III, ARTICLES OF INCORPORATION: Members approved by referendum the following new requirements for the AOG:**
   - **A.** The "**duty to inform the AFA's leadership of collected information**, **perspectives and recommendations of members** of the [AOG] **about the Air Force Academy**;"
   - **B.** "[T]he **promotion of . . . knowledge and understanding of, and adherence to**, the **United States Constitution**;" and
   - **C. "[E]ncourag[ing] and guarantee[ing] the expressing of noncensored opposing views, regarding policies at the Air Force Academy or within the Armed Forces**." (Emphasis added.)

   It is **impossible for the AOG to implement these three new requirements without simultaneously commenting on policy decisions of the AFA, Air Force and Space Force**.

2. **Articles Pre-empt Bylaws**: **Because a provision in the Articles of Incorporation pre-empts a provision in the bylaws and because Bylaw Art. I, Section 3d conflicts with Article III of the Articles of Incorporation, these conflicting words should be deleted from Bylaw Art. I, Sect. 3d.**

3. **CONFLICTS BETWEEN BYLAWS: Bylaw Article I, Section 2d states that the mission of the AOG is accomplished by "[c]ommunicating to the Air Force Academy's leadership information and recommendations from members of the AOG about the Air Force Academy, based on the knowledge and experience of AOG members." It is impossible for the AOG to implement this new requirement while simultaneously complying with the older Bylaw Art. I, Sect. 3d.**

4. **New Bylaw Pre-empts Older Conflicting Bylaws: Because the most recent amendments to Bylaw Art. I, Section 2d, conflict with the older Bylaw Art. I,**

Section 3d, this conflicting language in Bylaw Art. I, Sect 3d, should be deleted.

Please delete these words in Bylaw Art. I, Sect 3d, to implement the will of the members and so the AOG members do not have to delete this conflicting language in a new referendum.

John Murtari - WHY AM I HERE?

My 45th reunion.
-- I didn't recognize environment inside Mitchell Hall or in my squadron dorm.

WHAT'S WRONG? The Academy is not training warriors

Felt like a college dining hall and dorm, especially the NCO counselor office with a squadron kitty cat for comfort.

Missing daily bullying, stress, intimidation. Crucial parts of armed combat from ancient times till today: give up or be killed.

My class, '78 lost 40% of our class in JUST our Doolie year.
SO AFRAID TO WALK IN THE HALL - Pee in the sink, shit in their boot

I was a UPT instructor, we booted 1 in 3. We're not here to fix you, but to determine if you have the right raw material. *Now we have almost equal class sizes, not screening them out.*

Must be a distintion between ROTC and Academy officer formation. The Academy has a VERY HIGH per graduate cost. Worth if for just a 'plush' Colorado ROTC program.

WHAT TO CHANGE?

Insulting to compare an NFL football team to a military unit, pretend the coach was the general! How many women on any NFL, MLB, or NHL team – why?
Just ROTC OR Female service academies

FINALLY

The AOG needs to be the non political voice on sanity. The emperor has no clothes. The Tough question ... Not IF we should roll the clock back, but how do we do it?

The Coming American

USAFA AOG BOD Membership Moment

By Ron Scott, Class of 1973

April 24, 2026

As a Life Member of the AOG, I call upon our Board of Directors and Staff to recognize the need for more vigorously adhering to the core values of integrity first, service before self, and excellence in all that we do.

AOG Board proceedings this past year have been dysfunctional and politicized patriotism--revealing agendas fueled by ideological differences about Americas values. Perhaps the leading example is the different perspectives related to the Marxist ideology called Critical Race Theory and its praxis known as Diversity, Equity, and Inclusion. This difference is a visceral one, clearly manifested when in May 2023 the previous Board Chair impugned the integrity of Lt Gen Rod Bishop and me when he labeled us as ***untrustworthy*** and ***dishonest brokers*** for our cause. The Specter on that occasion continues to haunt the current Board.

Sam Walter Foss envisioned service before self in his 1894 poem, The Coming American.[1] STARRS[2] patriots promote this vision in their American Creed presentation. The Creed was codified by our country's Founding Fathers in our Declaration of Independence, Constitution, and Bill of Rights.

Two weeks ago, LTC Allen West spoke about these principles and values at the Center for American Values in Pueblo, Colorado. This speech personified what the pursuit of excellence is all about. Another example is the Call Sign Courage documentary about the Honorable Matt Lohmeier, former STARRS Executive Vice President and now the Undersecretary for the Air and Space Forces. Within 48 hours the film generated 30 million viewers. Americans are hungry to embrace the values of our American Creed—which is **why** we serve our Nation.

In closing, the AOG's leadership has an opportunity to promote the Academy's mission to forge leaders of character by revitalizing our AOG Chapters[3] to champion the American Creed and our core values. Let's get to work. Thank you.

[1] The opening line in Sam Walter Foss's poem, "The Coming American, is "Bring me men to match my mountains." Read at Mr. Henry C. Bowen's Annual Fourth of July Celebration, at Roseland Park, Woodstock, Connecticut, July 4, 1894.See https://www.best-poems.net/sam-walter-foss/the-coming-american.html. This was my inspiration when I ascended the ramp into the Academy on June 27, 1969—with the front range and chapel in the background.

[2] Stand Together Against Racism and Radicalism in the Services, Inc., established as a 501c3 educational nonprofit in April 2021. It has 4,000 members. See https://starrs.us/.

[3] Numbers have fallen from around 90 to 45.

BOARD OF DIRECTORS ELECTRONIC VOTE
Motion to Approve the 2025 Audit, 2025 Form 990 and the 990-T for Submittal
07 May 2026
PROVISIONAL

Board Voting Members Participating: Cathy Almand '90, Chair; Lee Krauth '72, Vice Chair; Christopher Walker '88, Secretary; Christian Evans '08, Treasurer; Hank Hoffman '63; Garry Dudley '68; Dan Bohlin '71; Bob Lowe '71; William Carpenter '73; Denny Merideth '73; Rod Bishop '74; David Thompson '85; John Cinnamon '91, President, Class Advisory Senate; Nathan Dial '10; Jennifer Walters '11; Alexander Fogassy '12

Background:

Audit

The auditors have issued an unmodified opinion which is the highest level of assurance that an auditor can give on the financial statements. We had no adjustments to the audit and the footnotes that accompany the audited financial statements are like the past audits.

990

The 990 is an informational tax return and is a public document. All page numbers listed are PDF page number.
Page 3- Provides a good summary of the organization's financial strength.
Page 9 - All 2025 board members are listed within the 990. Additionally, under the common paymaster single employer we are now required to only list the compensation paid to employees by each individual organization on the 990.
Page 13 -This page lists out our functional expense which shows that 72% of every dollar we spend go to support our mission.
Page 18 - The AOG derives 58.80% of its revenue from public sources. The IRS requires this to be at least 33 1/3% so surpassed this requirement.
The remainder of this return is information about the operations and financial statements of the AOG that are consistent with what has been reported in our quarterly financial statements.
The AOG also files a 990-T tax return that reviews our potential taxable income derived from advertising (mainly from Checkpoints) however, we do not generate a profit from

our digital advertising therefore, there is no tax owed. The remainder of this return is information about the operations and financial statements of the AOG.

Attachments
2025 Form 990 _ Association of Graduates of AFAF _ for review & approval 5.7.2026
AFA AssociationofGraduates25 DRAFT_5.7.26

The AOG Board vote was conducted by email on 08 May 2026.

MOTION: Director Carpenter moves to approve the 2025 Audit, 2025 Form 990 and the 990-T for Submittal.

The motion passed with 15 yes, 0 abstain, 1 did not respond.

Submitted by Mary Elsner, EA to the President and CEO of the Association & Foundation

May 7, 2026

ASSOCIATION OF GRADUATES OF THE UNITED
STATES AIR FORCE ACADEMY
3115 Academy Drive
USAF ACADEMY, CO 80840-4475

Dear Ms. Willemarck,

Enclosed is the organization's 2025 Exempt Organization return.

Specific filing instructions are as follows.

FORM 990 RETURN:

This return has qualified for electronic filing. After you have reviewed the return for completeness and accuracy, please sign, date and return Form 8879-TE to our office. We will transmit the return electronically to the IRS and no further action is required.

FORM 990-T RETURN:

This return has been prepared for electronic filing. If you wish to have it transmitted electronically to the IRS, please sign, date, and return Form 8879-TE to our office. We will then submit the electronic return to the IRS. Do not mail a paper copy of the return to the IRS.

No amount is due on Form 990-T.

COLORADO FORM 112 RETURN:

The Colorado Form 112 return has qualified for electronic filing. After you have reviewed your return for completeness and accuracy, please sign, date and return Form DR 8454 to our office. We will then transmit the return electronically to the CDOR. Do not mail the paper copy of the return to the CDOR.

No payment is required.

Copies of all the returns are enclosed for your files. We suggest that you retain these copies indefinitely.

Very truly yours,

Doreen Merz

DRAFT 05-07-2026

Form **8879-TE**

Department of the Treasury
Internal Revenue Service

IRS E-file Signature Authorization for a Tax-Exempt Entity

For calendar year 2025, or fiscal year beginning _____ , 2025, and ending _____ , 20 ___

Do not send to the IRS. Keep for your records.
Go to www.irs.gov/Form8879TE for the latest information.

OMB No. 1545-0047

2025

Name of filer ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

EIN or SSN 84-0580665

Name and title of officer or person subject to tax KATIE WILLEMARCK
CFO

Part I Type of Return and Return Information

Check the box for the return for which you are using this Form 8879-TE and enter the applicable amount, if any, from the return. Form 8038-CP and Form 5330 filers may enter dollars and cents. For all other forms, enter whole dollars only. If you check the box on line **1a, 2a, 3a, 4a, 5a, 6a, 7a, 8a, 9a,** or **10a** below, and the amount on that line for the return being filed with this form was blank, then leave line **1b, 2b, 3b, 4b, 5b, 6b, 7b, 8b, 9b,** or **10b,** whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than one line in Part I.

1a	**Form 990** check here	[X]	**b Total revenue,** if any (Form 990, Part VIII, column (A), line 12)	1b	11,701,187.
2a	**Form 990-EZ** check here	[ ]	**b Total revenue,** if any (Form 990-EZ, line 9)	2b	
3a	**Form 1120-POL** check here	[ ]	**b Total tax** (Form 1120-POL, line 22)	3b	
4a	**Form 990-PF** check here	[ ]	**b Tax based on investment income** (Form 990-PF, Part V, line 5)	4b	
5a	**Form 8868** check here	[ ]	**b Balance due** (Form 8868, line 3c)	5b	
6a	**Form 990-T** check here	[ ]	**b Total tax** (Form 990-T, Part III, line 4)	6b	
7a	**Form 4720** check here	[ ]	**b Total tax** (Form 4720, Part III, line 1)	7b	
8a	**Form 5227** check here	[ ]	**b FMV of assets at end of tax year** (Form 5227, Item D)	8b	
9a	**Form 5330** check here	[ ]	**b Tax due** (Form 5330, Part II, line 19)	9b	
10a	**Form 8038-CP** check here	[ ]	**b Amount of credit payment requested** (Form 8038-CP, Part III, line 22)	10b	

Part II Declaration and Signature Authorization of Officer or Person Subject to Tax

Under penalties of perjury, I declare that [X] I am an officer of the above entity or [ ] I am a person subject to tax with respect to (name of entity) _____ , (EIN) _____ and that I have examined a copy of the 2025 electronic return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the return to the IRS and to receive from the IRS **(a)** an acknowledgement of receipt or reason for rejection of the transmission, **(b)** the reason for any delay in processing the return or refund, and **(c)** the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the electronic return and, if applicable, the consent to electronic funds withdrawal.

PIN: check one box only

[X] I authorize SORREN, INC. to enter my PIN 00203

ERO firm name

Enter five numbers, but do not enter all zeros

as my signature on the tax year 2025 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

[ ] As an officer or person subject to tax with respect to the entity, I will enter my PIN as my signature on the tax year 2025 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Signature of officer or person subject to tax _____ Date _____

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN. 84986409584

Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2025 electronically filed return indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163,** Modernized e-File (MeF) Information for Authorized IRS *e-file* Providers for Business Returns.

ERO's signature SORREN, INC. Date 05/07/26

ERO Must Retain This Form - See Instructions
Do Not Submit This Form to the IRS Unless Requested To Do So

For Privacy Act and Paperwork Reduction Act Notice, see instructions. Form **8879-TE** (2025) Created 5/1/25

LHA 502521 12-18-25

DRAFT 05-07-2026

EXTENDED TO NOVEMBER 16, 2026

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2025

Open to Public Inspection

A For the 2025 calendar year, or tax year beginning **and ending**

B Check if applicable:
- [X] Address change
- [ ] Name change
- [ ] Initial return
- [ ] Final return/ termin-ated
- [ ] Amended return
- [ ] Applica-tion pending

C Name of organization
ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) Room/suite
3115 ACADEMY DRIVE

City or town, state or province, country, and ZIP or foreign postal code
USAF ACADEMY, CO 80840-4475

F Name and address of principal officer: KATIE WILLEMARCK
3116 ACADEMY DRIVE, USAF ACADEMY, CO 80840-

D Employer identification number
84-0580665

E Telephone number
719 472 - 0300

G Gross receipts $ 19,365,544.

H(a) Is this a group return for subordinates? [ ] Yes [X] No

H(b) Are all subordinates included? [ ] Yes [ ] No
If "No," attach a list. See instructions

H(c) Group exemption number

I Tax-exempt status: [X] 501(c)(3) [ ] 501(c) ( ) (insert no.) [ ] 4947(a)(1) or [ ] 527

J Website: WWW.USAFA.ORG

K Form of organization: [X] Corporation [ ] Trust [ ] Association [ ] Other

L Year of formation: 1968 **M** State of legal domicile: CO

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities: TO SERVE GRADUATES, PRESERVE THE HERITAGE OF THE ACADEMY AND LONG BLUE LINE, AND (CONTINUED ON SCH O)

2 Check this box [ ] if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	3	16
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	16
5	Total number of individuals employed in calendar year 2025 (Part V, line 2a)	5	115
6	Total number of volunteers (estimate if necessary)	6	120
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	140,764.
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.

Revenue

		Prior Year	Current Year
8	Contributions and grants (Part VIII, line 1h)	5,392,260.	5,147,388.
9	Program service revenue (Part VIII, line 2g)	835,329.	819,546.
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	5,547,512.	4,865,231.
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	687,217.	869,022.
12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	12,462,318.	11,701,187.

Expenses

13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	11,315,503.	2,662,608.
14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	3,163,007.	3,544,800.
16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
b	Total fundraising expenses (Part IX, column (D), line 25) 0.		
17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	2,957,686.	3,401,041.
18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	17,436,196.	9,608,449.
19	Revenue less expenses. Subtract line 18 from line 12	-4,973,878.	2,092,738.

Net Assets or Fund Balances

		Beginning of Current Year	End of Year
20	Total assets (Part X, line 16)	118,472,760.	131,255,150.
21	Total liabilities (Part X, line 26)	5,181,532.	6,164,942.
22	Net assets or fund balances. Subtract line 21 from line 20	113,291,228.	125,090,208.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer Date

KATIE WILLEMARCK, CFO
Type or print name and title

Paid Preparer Use Only

Preparer's name	Preparer's signature	Date	Check if self-employed	PTIN
DOREEN MERZ	DOREEN MERZ	05/07/26	[ ]	P00841439

Firm's name SORREN, INC. Firm's EIN 93-4792291

Firm's address 90 S CASCADE AVE SUITE 700
COLORADO SPRINGS, CO 80903 Phone no. (719) 630-1186

May the IRS discuss this return with the preparer shown above? See instructions [X] Yes [ ] No

SEE SCHEDULE O FOR ORGANIZATION MISSION STATEMENT CONTINUATION

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Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III X

1 Briefly describe the organization's mission:
TO SERVE GRADUATES, PRESERVE THE HERITAGE OF THE ACADEMY AND LONG BLUE LINE, AND SUPPORT USAFA IN ITS MISSION TO DEVELOP LEADERS OF CHARACTER FOR THE DEPARTMENT OF THE AIR FORCE, THE UNITED STATES SPACE FORCE, AND NATION.(CONTINUED ON SCH O)

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ..... Yes X No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ..... Yes X No
If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses $ 4,566,953. including grants of $ 2,662,608.) (Revenue $ 978,145.)
ACADEMY AND OTHER SERVICES - FUNDS UTILIZED FOR PROJECTS THAT DIRECTLY SUPPORT THE ACADEMY, CADET WING OR ALUMNI.

4b (Code:) (Expenses $ 1,139,242. including grants of $ 0.) (Revenue $ 115,146.)
PUBLICATIONS - FUNDS UTILIZED FOR PUBLICATION AND DISTRIBUTION OF THE ALUMNI MAGAZINE CHECKPOINTS, THE REGISTER OF GRADUATES AND VARIOUS OTHER ALUMNI AND ACADEMY RELATED PUBLICATIONS.

4c (Code:) (Expenses $ 936,993. including grants of $ 0.) (Revenue $ 319,649.)
SPECIAL EVENTS & CHAPTER SUPPORT - FUNDS UTILIZED FOR EVENTS OPEN TO GRADUATES AT THE ACADEMY AND AT THE LOCAL CHAPTER LEVEL SUCH AS FOUNDERS DAY CELEBRATIONS AND THE DISTINGUISHED GRADUATES AND AWARD DINNER.

4d Other program services (Describe on Schedule O.)
(Expenses $ 486,267. including grants of $ 0.) (Revenue $)

4e Total program service expenses 7,129,455.

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Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1	X	
2	Is the organization required to complete *Schedule B, Schedule of Contributors*? See instructions	2	X	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		X
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4		X
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? *If "Yes," complete Schedule C, Part III*	5		X
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		X
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		X
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8	X	
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9	X	
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? *If "Yes," complete Schedule D, Part V*	10	X	
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D, Part VI*	11a	X	
b	Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b	X	
c	Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		X
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		X
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e		X
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f	X	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a	X	
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b		X
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		X
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		X
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b	X	
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *If "Yes," complete Schedule F, Parts II and IV*	15		X
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? *If "Yes," complete Schedule F, Parts III and IV*	16	X	
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I.* See instructions	17		X
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18		X
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		X
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		X
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21	X	

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Part IV Checklist of Required Schedules *(continued)*

			Yes	No
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22		X
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23	X	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a*	24a		X
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		X
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	25b		X
26	Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part II*	26		X
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		X
28	Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? *If "Yes," complete Schedule L, Part IV*	28a		X
b	A family member of any individual described in line 28a? *If "Yes," complete Schedule L, Part IV*	28b		X
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? *If "Yes," complete Schedule L, Part IV*	28c		X
29	Did the organization receive more than $25,000 in noncash contributions? *If "Yes," complete Schedule M*	29	X	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		X
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		X
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		X
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? *If "Yes," complete Schedule R, Part I*	33		X
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		X
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		X
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		X
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		X
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? **Note:** All Form 990 filers are required to complete Schedule O	38	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

				Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	32		
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c			

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Part V Statements Regarding Other IRS Filings and Tax Compliance *(continued)*

			Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return **2a** 115			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	**2b**	X	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?	**3a**	X	
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation on Schedule O*	**3b**	X	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	**4a**		X
b	If "Yes," enter the name of the foreign country _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	**5a**		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	**5b**		X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	**5c**		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	**6a**		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	**6b**		
7	**Organizations that may receive deductible contributions under section 170(c).**			
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?	**7a**		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	**7b**		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	**7c**		X
d	If "Yes," indicate the number of Forms 8282 filed during the year **7d**			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	**7e**		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	**7f**		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	**7g**		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	**7h**		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	**8**		
9	**Sponsoring organizations maintaining donor advised funds.**			
a	Did the sponsoring organization make any taxable distributions under section 4966?	**9a**		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	**9b**		
10	**Section 501(c)(7) organizations.** Enter:			
a	Initiation fees and capital contributions included on Part VIII, line 12 **10a**			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities **10b**			
11	**Section 501(c)(12) organizations.** Enter:			
a	Gross income from members or shareholders **11a**			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.) **11b**			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?	**12a**		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year **12b**			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**			
a	Is the organization licensed to issue qualified health plans in more than one state? **Note:** See the instructions for additional information the organization must report on Schedule O.	**13a**		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans **13b**			
c	Enter the amount of reserves on hand **13c**			
14a	Did the organization receive any payments for indoor tanning services during the tax year?	**14a**		X
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation on Schedule O*	**14b**		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	**15**		X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	**16**		X
17	**Section 501(c)(21) organizations.** Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	**17**		

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Part VI Governance, Management, and Disclosure. *For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.*

Check if Schedule O contains a response or note to any line in this Part VI X

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	1a	16		
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.				
b	Enter the number of voting members included on line 1a, above, who are independent	1b	16		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		X	
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3			X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4		X	
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5			X
6	Did the organization have members or stockholders?	6		X	
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a		X	
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b		X	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a		X	
b	Each committee with authority to act on behalf of the governing body?	8b		X	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses on Schedule O*	9			X

Section B. Policies *(This Section B requests information about policies not required by the Internal Revenue Code.)*

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a	X	
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	X	
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	X	
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990.			
12a	Did the organization have a written conflict of interest policy? *If "No," go to line 13*	12a	X	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	X	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe on Schedule O how this was done*	12c	X	
13	Did the organization have a written whistleblower policy?	13	X	
14	Did the organization have a written document retention and destruction policy?	14	X	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official	15a	X	
b	Other officers or key employees of the organization	15b	X	
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		X
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed CO, SC

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

X Own website ☐ Another's website X Upon request ☐ Other *(explain on Schedule O)*

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records

KATIE WILLEMARCK - 719-472-0300

3115 ACADEMY DRIVE USAF, ACADEMY, CO 80840-4475

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Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII X

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) MARK D. HILLE CEO	20.00			X				226,226.	0.	51,611.
(2) NAVIERE WALKEWICZ SENIOR VP OF ENGAGEMENT	36.00					X		132,764.	0.	31,601.
(3) KATIE WILLEMARK CFO	20.00			X				127,844.	0.	34,971.
(4) MICHAEL CORNELIUS EXEC VP OF ALUMNI RELATIONS(FROM2/25)	38.00					X		131,666.	0.	7,812.
(5) BRIAN BISHOP CHAIR (TO 4/25)	5.00	X		X				0.	0.	0.
(6) CATHERINE ALMAND VICE CHAIR(TO 4/25)CHAIR(FROM 4/25)	5.00	X		X				0.	0.	0.
(7) LEE KRAUTH DIRECTOR(TO4/25)VICE CHAIR(FROM 4/25	5.00	X		X				0.	0.	0.
(8) VIRGINIA TONNESON SECRETARY (TO 4/25)	5.00	X		X				0.	0.	0.
(9) CHRISTOPHER WALKER SECRETARY (FROM 4/25)	5.00	X		X				0.	0.	0.
(10) GLENN L STREBE TREASURER (TO 4/25)	5.00	X		X				0.	0.	0.
(11) CHRISTIAN EVANS DIRECTOR(TO4/25)TREASURER(FROM 4/25)	5.00	X		X				0.	0.	0.
(12) HANK HOFFMAN DIRECTOR	5.00	X						0.	0.	0.
(13) HANS J. MUEH DIRECTOR (TO 4/25)	5.00	X						0.	0.	0.
(14) GARRY W. DUDLEY DIRECTOR	5.00	X						0.	0.	0.
(15) ROBERT A. LOWE DIRECTOR	5.00	X						0.	0.	0.
(16) DAN BOHLIN DIRECTOR (FROM 4/25)	5.00	X						0.	0.	0.
(17) WILLIAM CARPENTER DIRECTOR	5.00	X						0.	0.	0.

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Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) DENNY MERIDETH DIRECTOR (FROM 4/25)	5.00	X						0.	0.	0.
(19) ROD BISHOP DIRECTOR (FROM 4/25)	5.00	X						0.	0.	0.
(20) DAVID THOMPSON DIRECTOR (FROM 4/25)	5.00	X						0.	0.	0.
(21) NATHAN DIAL DIRECTOR	5.00	X						0.	0.	0.
(22) JENNIFER WALTERS DIRECTOR	5.00	X						0.	0.	0.
(23) ALEXANDER FOGASSY DIRECTOR (FROM 4/25)	5.00	X						0.	0.	0.
(24) JOHN CINNAMON DIRECTOR (FROM 4/25)	5.00	X						0.	0.	0.
(25) EMMA PRZYBYSLAWSKI DIRECTOR (TO 4/25)	5.00	X						0.	0.	0.
(26) JOSEPH BLEDSOE DIRECTOR (TO 4/25)	5.00	X						0.	0.	0.
1b Subtotal								618,500.	0.	125,995.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								618,500.	0.	125,995.

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization 4

		Yes	No
3 Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*	3		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual*	4	X	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person*	5		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
LEVY, 7994 COLLECTIONS CENTER DRIVE, CHICAGO, IL 60693	CATERING AND EVENT SERVICES	159,893.

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization 1

SEE PART VII, SECTION A CONTINUATION SHEETS

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Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(27) RANDY HELMS DIRECTOR (TO 4/25)	5.00	X						0.	0.	0.

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a					
	b Membership dues	1b	982,328.				
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e					
	f All other contributions, gifts, grants, and similar amounts not included above	1f	4,165,060.				
	g Noncash contributions included in lines 1a-1f	1g	$ 22,833.				
	h **Total.** Add lines 1a-1f			5,147,388.			
Program Service Revenue		**Business Code**					
	2a HOMECOMING AND REUNIONS	813410		510,013.	510,013.		
	b PUBLIC ADVERTISING	511190		140,764.		140,764.	
	c SACC CONFERENCE	813410		116,881.	116,881.		
	d NON-CLASS RELATED SOCIAL EVENTS	813410		51,888.	51,888.		
	e						
	f All other program service revenue						
	g **Total.** Add lines 2a-2f			819,546.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			1,726,197.			1726197.
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties			134,864.			134,864.
		(i) Real	(ii) Personal				
	6a Gross rents 6a		14,750.				
	b Less: rental expenses 6b		0.				
	c Rental income or (loss) 6c		14,750.				
	d Net rental income or (loss)			14,750.	14,750.		
		(i) Securities	(ii) Other				
	7a Gross amount from sales of assets other than inventory 7a	10,406,595.					
	b Less: cost or other basis and sales expenses 7b	7,267,561.					
	c Gain or (loss) 7c	3,139,034.					
	d Net gain or (loss)			3,139,034.			3139034.
	8a Gross income from fundraising events (not including $ _____ of contributions reported on line 1c). See Part IV, line 18 8a						
	b Less: direct expenses 8b						
	c Net income or (loss) from fundraising events						
	9a Gross income from gaming activities. See Part IV, line 19 9a						
	b Less: direct expenses 9b						
	c Net income or (loss) from gaming activities						
	10a Gross sales of inventory, less returns and allowances 10a	861,111.					
	b Less: cost of goods sold 10b	396,796.					
	c Net income or (loss) from sales of inventory			464,315.	464,315.		
Miscellaneous Revenue		**Business Code**					
	11a MISCELLANEOUS REVENUE	900099		132,583.	132,583.		
	b ADMIN. FEES & SERVICE CHARGES	900099		122,510.	122,510.		
	c						
	d All other revenue						
	e **Total.** Add lines 11a-11d			255,093.			
	12 **Total revenue.** See instructions			11,701,187.	1,412,940.	140,764.	5000095.

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Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	2,648,066.	2,648,066.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	14,542.	14,542.		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	440,652.		440,652.	
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	2,513,931.	1,376,579.	1,137,352.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	64,305.	18,323.	45,982.	
9 Other employee benefits	308,732.	200,524.	108,208.	
10 Payroll taxes	217,180.	131,069.	86,111.	
11 Fees for services (nonemployees):				
a Management				
b Legal	24,844.		24,844.	
c Accounting	39,830.		39,830.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	2,943.		2,943.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	431,004.	243,811.	187,193.	
12 Advertising and promotion	21,621.	8,727.	12,894.	
13 Office expenses	738,741.	679,913.	58,828.	
14 Information technology	92,533.	79,216.	13,317.	
15 Royalties				
16 Occupancy	345,241.	295,520.	49,721.	
17 Travel	73,613.	60,019.	13,594.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	653,397.	591,593.	61,804.	
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	510,639.	437,149.	73,490.	
23 Insurance	122,231.		122,231.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a HISTORICAL HERITAGE COL	344,404.	344,404.		
b				
c				
d				
e All other expenses				
25 **Total functional expenses.** Add lines 1 through 24e	9,608,449.	7,129,455.	2,478,994.	0.
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

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Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X ☐

			(A) Beginning of year		(B) End of year
Assets	1	Cash - non-interest-bearing	2,149,327.	1	1,332,195.
	2	Savings and temporary cash investments		2	
	3	Pledges and grants receivable, net		3	
	4	Accounts receivable, net	770,800.	4	562,999.
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7	Notes and loans receivable, net		7	
	8	Inventories for sale or use	394,822.	8	384,096.
	9	Prepaid expenses and deferred charges	235,866.	9	269,812.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D — 10a: 13,829,935.			
	b	Less: accumulated depreciation — 10b: 11,239,814.	2,888,026.	10c	2,590,121.
	11	Investments - publicly traded securities	52,601,492.	11	61,435,848.
	12	Investments - other securities. See Part IV, line 11	59,432,427.	12	64,680,079.
	13	Investments - program-related. See Part IV, line 11		13	
	14	Intangible assets		14	
	15	Other assets. See Part IV, line 11		15	
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)	118,472,760.	16	131,255,150.
Liabilities	17	Accounts payable and accrued expenses	979,528.	17	1,960,604.
	18	Grants payable		18	
	19	Deferred revenue	2,776,659.	19	2,491,181.
	20	Tax-exempt bond liabilities		20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D	1,425,345.	21	1,713,157.
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23	Secured mortgages and notes payable to unrelated third parties		23	
	24	Unsecured notes and loans payable to unrelated third parties		24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26	**Total liabilities.** Add lines 17 through 25	5,181,532.	26	6,164,942.
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here** ☒ **and complete lines 27, 28, 32, and 33.**			
	27	Net assets without donor restrictions	40,029,500.	27	44,610,673.
	28	Net assets with donor restrictions	73,261,728.	28	80,479,535.
		Organizations that do not follow FASB ASC 958, check here ☐ **and complete lines 29 through 33.**			
	29	Capital stock or trust principal, or current funds		29	
	30	Paid-in or capital surplus, or land, building, or equipment fund		30	
	31	Retained earnings, endowment, accumulated income, or other funds		31	
	32	Total net assets or fund balances	113,291,228.	32	125,090,208.
	33	Total liabilities and net assets/fund balances	118,472,760.	33	131,255,150.

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Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI X

1	Total revenue (must equal Part VIII, column (A), line 12)	1	11,701,187.
2	Total expenses (must equal Part IX, column (A), line 25)	2	9,608,449.
3	Revenue less expenses. Subtract line 2 from line 1	3	2,092,738.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	113,291,228.
5	Net unrealized gains (losses) on investments	5	4,454,800.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	5,251,442.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	125,090,208.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII X

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	2a		X
b	Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	2b	X	
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	2c	X	
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a		X
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	3b		

Form 990 (2025)

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SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2025

Open to Public Inspection

Name of the organization ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number 84-0580665

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Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____
5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
10 ☒ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
f Enter the number of supported organizations .....
g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document? Yes	(iv) No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
Total						

Part II **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 **Total.** Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 **Public support.** Subtract line 5 from line 4.						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 **Total support.** Add lines 7 through 10						

12 Gross receipts from related activities, etc. (see instructions) 12

13 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2025 (line 6, column (f), divided by line 11, column (f)) 14 %

15 Public support percentage from 2024 Schedule A, Part II, line 14 15 %

16a **33 1/3% support test - 2025.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

b **33 1/3% support test - 2024.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

17a **10% -facts-and-circumstances test - 2025.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

b **10% -facts-and-circumstances test - 2024.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ☐

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Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	9642723.	5445346.	5368997.	5392260.	5147388.	30996714.
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	1790600.	1860893.	2125598.	1571247.	1809736.	9158074.
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5	11433323.	7306239.	7494595.	6963507.	6957124.	40154788.
7a Amounts included on lines 1, 2, and 3 received from disqualified persons		2743400.	2621094.	2871000.	2998600.	11234094.
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year				375,867.	340,517.	716,384.
c Add lines 7a and 7b		2743400.	2621094.	3246867.	3339117.	11950478.
8 **Public support.** (Subtract line 7c from line 6.)						28204310.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2021	(b) 2022	(c) 2023	(d) 2024	(e) 2025	(f) Total
9 Amounts from line 6	11433323.	7306239.	7494595.	6963507.	6957124.	40154788.
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	876,021.	924,344.	1431898.	1917452.	1861061.	7010776.
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b	876,021.	924,344.	1431898.	1917452.	1861061.	7010776.
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	800,000.					800,000.
13 **Total support.** (Add lines 9, 10c, 11, and 12.)	13109344.	8230583.	8926493.	8880959.	8818185.	47965564.

14 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2025 (line 8, column (f), divided by line 13, column (f))	15	58.80 %
16 Public support percentage from 2024 Schedule A, Part III, line 15	16	64.02 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for **2025** (line 10c, column (f), divided by line 13, column (f))	17	14.62 %
18 Investment income percentage from **2024** Schedule A, Part III, line 17	18	12.45 %

19a **33 1/3% support tests - 2025.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☒

b **33 1/3% support tests - 2024.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

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Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

		Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in* **Part VI** *how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.*	1	
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? *If "Yes," explain in* **Part VI** *how the organization determined that the supported organization was described in section 509(a)(1) or (2).*	2	
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer lines 3b and 3c below.*	3a	
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in* **Part VI** *when and how the organization made the determination.*	3b	
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in* **Part VI** *what controls the organization put in place to ensure such use.*	3c	
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.*	4a	
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in* **Part VI** *how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.*	4b	
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in* **Part VI** *what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*	4c	
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in* **Part VI,** *including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*	5a	
b	**Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b	
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	5c	
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in* **Part VI.**	6	
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990).*	7	
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*	8	
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in* **Part VI.**	9a	
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in* **Part VI.**	9b	
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in* **Part VI.**	9c	
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below.*	10a	
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)*	10b	

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Part IV Supporting Organizations *(continued)*

		Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?		
a	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?	11a	
b	A family member of a person described on line 11a above?	11b	
c	A 35% controlled entity of a person described on line 11a or 11b above? *If "Yes" to line 11a, 11b, or 11c, provide detail in* **Part VI.**	11c	

Section B. Type I Supporting Organizations

		Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? *If "No," describe in* **Part VI** *how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.*	1	
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *If "Yes," explain in* **Part VI** *how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.*	2	

Section C. Type II Supporting Organizations

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *If "No," describe in* **Part VI** *how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).*	1	

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	1	
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? *If "No," explain in* **Part VI** *how the organization maintained a close and continuous working relationship with the supported organization(s).*	2	
3	By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? *If "Yes," describe in* **Part VI** *the role the organization's supported organizations played in this regard.*	3	

Section E. Type III Functionally Integrated Supporting Organizations

1 *Check the box next to the method that the organization used to satisfy the Integral Part Test during the year* **(see instructions).**

- **a** ☐ The organization satisfied the Activities Test. *Complete* **line 2** *below.*
- **b** ☐ The organization is the parent of each of its supported organizations. *Complete* **line 3** *below.*
- **c** ☐ The organization supported a governmental supported organization. *Describe in* **Part VI** *how you supported a governmental supported organization (see instructions).*

2 Activities Test. **Answer lines 2a and 2b below.**

		Yes	No
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of its supported organization(s)? *If "Yes," then in* **Part VI identify those supported organizations and explain** *how these activities directly furthered their exempt purposes, how the organization was responsive to each of its supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	2a	
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* **Part VI** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.*	2b	

3 Parent of Supported Organizations. **Answer lines 3a, 3b, and 3c below.**

		Yes	No
a	Are the organization and its supported organization(s) part of an integrated system (for example, a hospital system)? *If "Yes," provide details in* **Part VI.**	3a	
b	Did the organization direct the policies, programs, and activities of each of its supported organizations? *If "Yes," describe in Part VI the role played by the organization in this regard.*	3b	
c	Did the organization have the power to regularly appoint or elect (and remove) a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No," provide details in* **Part VI.**	3c	

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Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in* **Part VI**). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	**1**		
2 Recoveries of prior-year distributions	**2**		
3 Other gross income (see instructions)	**3**		
4 Add lines 1 through 3.	**4**		
5 Depreciation and depletion	**5**		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	**6**		
7 Other expenses (see instructions)	**7**		
8 **Adjusted Net Income** (subtract lines 5, 6, and 7 from line 4)	**8**		

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	**1a**		
b Average monthly cash balances	**1b**		
c Fair market value of other non-exempt-use assets	**1c**		
d **Total** (add lines 1a, 1b, and 1c)	**1d**		
e **Discount** claimed for blockage or other factors (*explain in detail in* **Part VI**):			
2 Acquisition indebtedness applicable to non-exempt-use assets	**2**		
3 Subtract line 2 from line 1d.	**3**		
4 Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	**4**		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	**5**		
6 Multiply line 5 by 0.035.	**6**		
7 Recoveries of prior-year distributions	**7**		
8 **Minimum Asset Amount** (add line 7 to line 6)	**8**		

Section C - Distributable Amount		Current Year
1 Adjusted net income for prior year (from Section A, line 8, column A)	**1**	
2 Enter 0.85 of line 1.	**2**	
3 Minimum asset amount for prior year (from Section B, line 8, column A)	**3**	
4 Enter greater of line 2 or line 3.	**4**	
5 Income tax imposed in prior year	**5**	
6 **Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	**6**	

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

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Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations *(continued)*

Section D - Distributions		**Current Year**
1 Amounts paid to supported organizations to accomplish exempt purposes	1	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4 Amounts paid to acquire exempt-use assets	4	
5 Qualified set-aside amounts (prior IRS approval required - *provide details in* **Part VI**)	5	
6 **Total annual distributions.** Add lines 1 through 5.	6	
7 Distributions to attentive supported organizations to which the organization is responsive (*provide details in* **Part VI**). See instructions.	7	
8 Distributable amount for 2025 from Section C, line 6	8	
9 Line 7 amount divided by line 8 amount	9	

Section E - Distribution Allocations (see instructions)	**(i) Excess Distributions**	**(ii) Underdistributions Pre-2025**	**(iii) Distributable Amount for 2025**
1 Distributable amount for 2025 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2025 (reasonable cause required - *explain in* **Part VI**). See instructions.			
3 Excess distributions carryover, if any, to 2025			
a From 2020			
b From 2021			
c From 2022			
d From 2023			
e From 2024			
f **Total** of lines 3a through 3e			
g Applied to under distributions of prior years			
h Applied to 2025 distributable amount			
i Carryover from 2020 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2025 from Section D, line 6: $			
a Applied to underdistributions of prior years			
b Applied to 2025 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2025, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, *explain in* **Part VI.** See instructions.			
6 Remaining underdistributions for 2025. Subtract lines 3h and 4b from line 1. For result greater than zero, *explain in* **Part VI**. See instructions.			
7 **Excess distributions carryover to 2026.** Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2021			
b Excess from 2022			
c Excess from 2023			
d Excess from 2024			
e Excess from 2025			

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Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, 3b, and 3c; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5 and 7; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

SCHEDULE A, PART III, LINE 12, EXPLANATION FOR OTHER INCOME:
SUBSIDY FROM ENDOWMENT
2021 AMOUNT: $ 800,000.

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Schedule A — Payments from Disqualified Persons Included on Part III, Line 7a — 2025

** Do Not File **
*** Not Open to Public Inspection ***

Payer's Name	2021 Amount	2022 Amount	2023 Amount	2024 Amount	2025 Amount
	0.	2,743,400.	2,621,094.	2,871,000.	2,998,600.
Total to Schedule A, Part III, Line 7a		2,743,400.	2,621,094.	2,871,000.	2,998,600.

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Schedule A — Excess Payments from Non-Disqualified Persons Included on Part III, Line 7b

2025

** Do Not File **
*** Not Open to Public Inspection ***

Payer's Name	2021 Amount	2022 Amount	2023 Amount	2024 Amount	2025 Amount
	0.	0.	0.	375,867.	311,818.
	0.	0.	0.	0.	28,699.
Total to Schedule A, Part III, Line 7b				375,867.	340,517.

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Schedule A — Identification of Excess Support Payments Included on Part III, Line 7b, column (e) — 2025

** Do Not File **
*** Not Open to Public Inspection ***

Payer's Name	Amount Received in 2025	2025 Excess Payments
	400,000.	311,818.
	116,881.	28,699.

Total Excess Payments to Schedule A, Part III, Line 7b, column (e) ..... 340,517.

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Schedule B (Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990, 990-EZ, or 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

Name of the organization
ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number
84-0580665

Organization type (check one):

Filers of:	**Section:**
Form 990 or 990-EZ	[X] 501(c)(3) (enter number) organization
	[ ] 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
	[ ] 527 political organization
Form 990-PF	[ ] 501(c)(3) exempt private foundation
	[ ] 4947(a)(1) nonexempt charitable trust treated as a private foundation
	[ ] 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule.**
Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

[X] For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling $5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

[ ] For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** $5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

[ ] For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than $1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

[ ] For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than $1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling $5,000 or more during the year ..... $ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

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Name of organization
ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number
84-0580665

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	HAROLD D. GILBERT 3235 FOXTAIL COURT COLORADO SPRINGS, CO 80920-5507	$ 25,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
2	GLENN H. COLEMAN 2725 CLUBLAKE TRAIL MCKINNEY, TX 75072-4009	$ 11,197.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
3	ROGER E. CARLETON 19520 BOX OAK WAY COLORADO SPRINGS, CO 80908-2321	$ 65,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
4	ROBERT E. MUNSON 19245 LINCOLN GREEN LANE MONUMENT, CO 80132-8739	$ 36,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
5	SCOTT E. FERGUSON 10688 NE 9TH PLACE BELLEVUE, WA 98004-4314	$ 13,333.	Person [X] Payroll [ ] Noncash [X] (Complete Part II for noncash contributions.)
6	THE EARLE NUTTER IRREVOCABLE TRUST 6 S TEJON STREET SUITE 300 COLORADO SPRINGS, CO 80903-1545	$ 12,474.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)

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Name of organization
ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number
84-0580665

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	PLEXSYS INTERFACE PRODUCTS 4900 NW CAMAS MEADOWS DRIVE CAMAS, WA 98607	$ 5,400.	Person [X] Payroll [ ] Noncash [X] (Complete Part II for noncash contributions.)
8	THE DOROTHY AND JOSEPH MOLLER FOUNDATION TRUST 33 E COLLEGE ST HILLSDALE, MI 49242-1205	$ 2,998,600.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
9	AIR FORCE ACADEMY FOUNDATION 3116 ACADEMY DRIVE USAFA, CO 80840	$ 350,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)

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Name of organization
ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number
84-0580665

Part II **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
5	2025 USAFA FOOTBALL TICKETS	$ 13,333.	09/19/25
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
7	25 HANDHELD GPS UNITS + 2 USB BATTERY CHARGERS	$ 5,400.	11/21/25
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	

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Name of organization
ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number
84-0580665

Part III **Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than $1,000 for the year from any one contributor.** Complete columns **(a)** through **(e) and** the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of **$1,000 or less** for the year. (Enter this info. once.) $_____

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

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SCHEDULE D (Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number 84-0580665

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (for example, recreation or education)
☐ Preservation of a historically important land area
☐ Protection of natural habitat
☐ Preservation of a certified historic structure
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

		Held at the End of the Tax Year
a	Total number of conservation easements 2a	
b	Total acreage restricted by conservation easements 2b	
c	Number of conservation easements on a certified historic structure included on line 2a 2c	
d	Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register 2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year _____

4 Number of states where property subject to conservation easement is located _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year _____

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

(i) Revenue included on Form 990, Part VIII, line 1 $ _____

(ii) Assets included in Form 990, Part X $ 37,637.

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 $ _____

b Assets included in Form 990, Part X $ _____

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Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

a [X] Public exhibition
b [ ] Scholarly research
c [X] Preservation for future generations
d [ ] Loan or exchange program
e [ ] Other

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? [ ] Yes [X] No

Part IV Escrow and Custodial Arrangements Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? [ ] Yes [X] No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? [X] Yes [ ] No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII [X]

Part V Endowment Funds Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	12,454,843.	11,497,383.	9,996,938.	12,955,272.	11,793,224.
b Contributions	129,747.	38,423.	17,039.	2,925.	101,150.
c Net investment earnings, gains, and losses	1,701,823.	1,121,415.	1,726,695.	-2,604,631.	1,407,585.
d Grants or scholarships					
e Other expenditures for facilities and programs	614,670.	202,378.	243,289.	356,628.	346,687.
f Administrative expenses					
g End of year balance	13,671,743.	12,454,843.	11,497,383.	9,996,938.	12,955,272.

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment 46.1300 %
b Permanent endowment 35.1700 %
c Term endowment 18.7000 %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

		Yes	No
(i) Unrelated organizations?	3a(i)	X	
(ii) Related organizations?	3a(ii)		X
b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?	3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings		11,169,194.	9,062,419.	2,106,775.
c Leasehold improvements				
d Equipment		2,619,524.	2,150,110.	469,414.
e Other		41,217.	27,285.	13,932.
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, line 10c, column (B))*				2,590,121.

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Part VII Investments - Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A) BENEFICIAL INTEREST IN		
(B) TRUST	64,680,079.	END-OF-YEAR MARKET VALUE
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, line 12, col. (B))	64,680,079.	

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, line 13, col. (B))		

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 15, col. (B))*	

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, line 25, col. (B))*	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ... X

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Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	21,542,169.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a	4,454,800.		
b	Donated services and use of facilities	2b	137,683.		
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d	5,251,442.		
e	Add lines 2a through 2d			2e	9,843,925.
3	Subtract line 2e from line 1			3	11,698,244.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	2,943.		
b	Other (Describe in Part XIII.)	4b			
c	Add lines 4a and 4b			4c	2,943.
5	Total revenue. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 12.)*			5	11,701,187.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	9,743,189.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a	137,683.		
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines 2a through 2d			2e	137,683.
3	Subtract line 2e from line 1			3	9,605,506.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	2,943.		
b	Other (Describe in Part XIII.)	4b			
c	Add lines 4a and 4b			4c	2,943.
5	Total expenses. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 18.)*			5	9,608,449.

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART III, LINE 4:
THE ASSOCIATION OF GRADUATES HOLDS A COLLECTION OF HISTORICAL ITEMS RELATING TO THE HERITAGE OF THE U.S. AIR FORCE ACADEMY. THESE ITEMS INCLUDE WORKS OF ART, FURNITURE, YEARBOOKS, AND UNIFORM PIECES DONATED IN SUPPORT OF OUR MISSION TO PRESERVE THE HERITAGE OF THE U.S. AIR FORCE ACADEMY. SOME PIECES ARE DISPLAYED IN OUR BUILDING, WHILE OTHERS ARE IN PROTECTIVE STORAGE.

PART IV, LINE 2B:
THE ASSOCIATION HOLDS AND INVESTS MONIES FOR CERTAIN GRADUATE CLASSES OF THE ACADEMY FOR THOSE CLASSES' ACTIVITIES AT FUTURE DATES AND FOR OTHER ORGANIZATIONS. THESE FUNDS ARE CLASSIFIED AS AGENCY DEPOSITS AND ARE RECORDED AT FAIR VALUE.

PART V, LINE 4:
THE TEMPORARY RESTRICTED ENDOWMENT EARNINGS OF THE ASSOCIATION OF GRADUATES' ENDOWMENT FUNDS ARE USED TO FUND SPECIFIC PROGRAMS AND PROJECTS OF THE UNITED STATES AIR FORCE ACADEMY, AS SPECIFIED BY THE ORIGINAL DONORS OF THOSE FUNDS, AS WELL AS TO MAINTAIN DOOLITTLE HALL AND WECKER HALL, WHICH IS THE HEADQUARTERS AND OPERATING LOCATION OF THE ORGANIZATION.

PART X, LINE 2:
THE ASSOCIATION IS EXEMPT FROM FEDERAL INCOME TAXES UNDER THE PROVISIONS OF 501(C)(3) OF THE INTERNAL REVENUE CODE. IN ADDITION, THE ASSOCIATION

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Part XIII Supplemental Information *(continued)*

QUALIFIES FOR THE CHARITABLE CONTRIBUTION DEDUCTION. THE ASSOCIATION BELIEVES THAT IT DOES NOT HAVE ANY UNCERTAIN TAX POSITIONS THAT ARE MATERIAL TO THE FINANCIAL STATEMENTS.

PART XI, LINE 2D - OTHER ADJUSTMENTS:	
CHANGE IN FAIR VALUE - TRUST INTEREST:	5,247,652.
CHANGE IN FAIR VALUE - SPLIT INTEREST AGREEMENT:	3,790.
TOTAL TO SCHEDULE D, PART XI, LINE 2D	5,251,442.

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SCHEDULE F (Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.
Attach to Form 990.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization
ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number
84-0580665

Part I General Information on Activities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 **For grantmakers.** Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ..... [X] **Yes** [ ] **No**

2 **For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	**(b)** Number of offices in the region	**(c)** Number of employees, agents, and independent contractors in the region	**(d)** Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	**(e)** If activity listed in (d) is a program service, describe specific type of service(s) in the region	**(f)** Total expenditures for and investments in the region
EUROPE (INCLUDING ICELAND & GREENLAND)			GRANT TO RECIPIENT	USAFA GRADUATE SCHOLARSHIPS	14,542.
3 a Subtotal	0	0			14,542.
b Total from continuation sheets to Part I	0	0			0.
c Totals (add lines 3a and 3b)	0	0			14,542.

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Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than $5,000. Part II can be duplicated if additional space is needed.

1 **(a)** Name of organization	**(b)** IRS code section and EIN (if applicable)	**(c)** Region	**(d)** Purpose of grant	**(e)** Amount of cash grant	**(f)** Manner of cash disbursement	**(g)** Amount of noncash assistance	**(h)** Description of noncash assistance	**(i)** Method of valuation (book, FMV, appraisal, other)

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2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as a tax exempt 501(c)(3) organization by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter .....

3 Enter total number of other organizations or entities .....

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 16.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of noncash assistance	(g) Description of noncash assistance	(h) Method of valuation (book, FMV, appraisal, other)
GERHART SCHOLARSHIP	EUROPE (INCLUDING ICELAND & GREENLAND)	1	14,542.	WIRE	0.		

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Part IV Foreign Forms

1	Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see the Instructions for Form 926)*	☐ Yes	☒ No
2	Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see the Instructions for Forms 3520 and 3520-A; don't file with Form 990)*	☐ Yes	☒ No
3	Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect to Certain Foreign Corporations (see the Instructions for Form 5471)*	☐ Yes	☒ No
4	Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see the Instructions for Form 8621)*	☐ Yes	☒ No
5	Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see the Instructions for Form 8865)*	☐ Yes	☒ No
6	Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see the Instructions for Form 5713; don't file with Form 990)*	☐ Yes	☒ No

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Part V **Supplemental Information**

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

PART I, LINE 2:
THE ORGANIZATION MONITORS THE USE OF GRANT FUNDS : SCHOLARSHIPS FUNDS ARE PAID DIRECTLY TO THE SCHOLARSHIP RECIPIENT'S EDUCATIONAL INSTITUTION.

PART II, LINE 1 (ACCOUNTING METHOD):
THE ASSOCIATION OF GRADUATES OF THE U.S AIR FORCE REPORTS ALL EXPENDITURES BASED ON THE ACCRUAL METHOD OF ACCOUNTING.

PART III, (ACCOUNTING METHOD):
THE ASSOCIATION OF GRADUATES OF THE U.S AIR FORCE REPORTS ALL EXPENDITURES BASED ON THE ACCRUAL METHOD OF ACCOUNTING.

PART III, COL (C):
THE NUMBER OF INDIVIDUALS WAS DETERMINED BY THE NUMBER OF FULFILLED SCHOLARSHIP APPLICATIONS.

PART III, LINE 1:
THE SCHOLARSHIP REPORTED ON PART III, LINE 1 WAS AWARDED FOR THE BENEFIT OF A GRADUATE OF THE UNITED STATES AIR FORCE ACADEMY, WAS LIMITED TO EDUCATIONAL EXPENSES, AND WAS PAID DIRECTLY TO THE RECIPIENT'S EDUCATIONAL INSTITUTION. ALTHOUGH THE RECIPIENT IS A U.S. CITIZEN, THE SCHOLARSHIP FUNDS WERE PAID AND USED OUTSIDE THE UNITED STATES, AND THEREFORE MEETS THE IRS DEFINITION OF A FOREIGN INDIVIDUAL FOR SCHEDULE F REPORTING PURPOSES.

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SCHEDULE I (Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Grants and Other Assistance to Organizations, Governments, and Individuals in the United States

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number 84-0580665

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ..... [X] Yes [ ] No

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than $5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
AIR FORCE INSTITUTE OF TECHNOLOGY 8899 E. 56TH STREET INDIANAPOLIS, IN 46249	31-1190492	501(C)(3)	24,824.	0.			ENDOWED SCHOLARSHIPS FOR GRADUATING AIR FORCE ACADEMY CADETS.
FALCON FOUNDATION 3115 ACADEMY DRIVE USAF ACADEMY, CO 80840	75-6016930	501(C)(3)	29,840.	0.			GENERAL ASSISTANCE TO SUPPORT FOUNDATION PROGRAMS
UNITED STATES AIR FORCE ACADEMY 2304 CADET DRIVE, STE 3300 USAFA, CO 80840	26-0537053	U.S. AIR FORCE	131,564.	1,602,377.	COST	REAL PROPERTY UPGRADES AND CADET EVENT SUPPORT	TO PROVIDE SUPPORT
AIR FORCE ACADEMY FOUNDATION 3115 ACADEMY DRIVE USAFA, CO 80840	26-0537053	501(C)(3)	859,461.	0.			SUPPORT FOUNDATION PROJECTS

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ..... 4.

3 Enter total number of other organizations listed in the line 1 table ..... 0.

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Part III **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance

Part IV **Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

PART I, LINE 2:
THE ORGANIZATION MONITORS THE USE OF GRANT FUNDS BY MAINTAINING REGULAR CONTACT WITH THE STAFF OF RECIPIENT ORGANIZATIONS AND PERIODICALLY REVIEWING RECIPIENT ORGANIZATIONS' ACTIVITIES AND ATTENDING JOINT FUNCTIONS. SCHOLARSHIPS FUNDS ARE PAID DIRECTLY TO THE SCHOLARSHIP RECIPIENT'S EDUCATIONAL INSTITUTION.

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SCHEDULE J (Form 990)

(Rev. December 2024)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization: ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number: 84-0580665

Part I Questions Regarding Compensation

		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.		
	☐ First-class or charter travel ☐ Housing allowance or residence for personal use		
	☐ Travel for companions ☐ Payments for business use of personal residence		
	☐ Tax indemnification and gross-up payments ☒ Health or social club dues or initiation fees		
	☐ Discretionary spending account ☐ Personal services (such as maid, chauffeur, chef)		
b	If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain **1b**	X	
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? **2**	X	
3	Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.		
	☒ Compensation committee ☒ Written employment contract		
	☐ Independent compensation consultant ☐ Compensation survey or study		
	☒ Form 990 of other organizations ☒ Approval by the board or compensation committee		
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:		
a	Receive a severance payment or change-of-control payment? **4a**		X
b	Participate in or receive payment from a supplemental nonqualified retirement plan? **4b**	X	
c	Participate in or receive payment from an equity-based compensation arrangement? **4c**		X
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
	Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.		
5	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:		
a	The organization? **5a**		X
b	Any related organization? **5b**		X
	If "Yes" on line 5a or 5b, describe in Part III.		
6	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:		
a	The organization? **6a**		X
b	Any related organization? **6b**		X
	If "Yes" on line 6a or 6b, describe in Part III.		
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III **7**	X	
8	Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III **8**		X
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? **9**		

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Part II **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) MARK D. HILLE	(i)	173,992.	23,000.	29,234.	37,387.	14,224.	277,837.	29,234.
CEO	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) NAVIERE WALKEWICZ	(i)	131,864.	900.	0.	30,479.	1,122.	164,365.	0.
SENIOR VP OF ENGAGEMENT	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) KATIE WILLEMARK	(i)	127,344.	500.	0.	27,921.	7,050.	162,815.	0.
CFO	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

DRAFT 05-07-2026

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 4B:
THE ORGANIZATION MAINTAINS A NONQUALIFIED SECTION 457(F) DEFERRED COMPENSATION ARRANGEMENT UNDER WHICH EXECUTIVE EMPLOYEES MAY EARN ADDITIONAL COMPENSATION OVER A FOUR-YEAR PERIOD, WITH INTEREST, SUBJECT TO CONTINUED SERVICE THROUGH THE FOUR-YEAR PERIOD ENDING ON DECEMBER 31ST, AND SPECIFIED FORFEITURE, TERMINATION, PERFORMANCE-GOAL, AND PAYOUT ELECTION PROVISIONS.

DEFERRED COMPENSATION PROVIDED UNDER A SECTION 457(F) PLAN IS REPORTED ON SCHEDULE J AS EMPLOYER CONTRIBUTIONS TO DEFERRED COMPENSATION PRIOR TO VESTING AND IS INCLUDED IN THE EXECUTIVE'S FORM W-2 AS TAXABLE WAGES IN THE YEAR THE AMOUNTS BECOME SUBSTANTIALLY VESTED. ACTUAL CASH PAYMENTS UNDER THE ARRANGEMENT MAY OCCUR AT A LATER DATE AND THEREFORE MAY NOT COINCIDE WITH THE YEAR OF W-2 REPORTING OR VESTING. PLEASE REVIEW SCHEDULE J, COLUMN (F) FOR 457F COMPENSATION AMOUNTS REPORTED IN INDIVIDUAL'S CURRENT YEAR W2, BUT WOULD HAVE BEEN REPORTED AS AN EMPLOYER PAID BENEFIT IN A PRIOR YEAR, ON THE FORM 990.

THE EMPLOYER'S CONTRIBUTION TO THIS PLAN FOR THE YEAR ENDED DECEMBER 31ST, 2025, FOR THE INDIVIDUALS LISTED ON THE FORM 990, PART VII, ARE AS FOLLOWS:

MARK HILLE: $29,234
KATIE WILLEMARCK: $20,000.
KELLY BANET: $2,000.
NAVIERE WALKEWICZ: $22,500.

PART I, LINE 7:
BONUSES WERE PAID TO ALL QUALIFYING EMPLOYEES, SUBJECT TO APPROVAL BY THE COMPENSATION AND EXECUTIVE COMMITTEES.

SCHEDULE J, PART 2, LINE 1 & 2
SCHEDULE O DISCLOSURE REFERENCING FORM 990, PART VII, COLUMN (D), COLUMN (F), AS RELATED TO THE COOPERATIVE OPERATING AGREEMENT WITH THE ASSOCIATION OF GRADUATES OF THE AIR FORCE ACADEMY FOUNDATION (AFAF).

DRAFT 05-01-2026

SCHEDULE M (Form 990)

Department of the Treasury
Internal Revenue Service

Noncash Contributions

Complete if the organizations answered "Yes" on Form 990, Part IV, line 29 or 30.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2025

Open to Public Inspection

Name of the organization: ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number: 84-0580665

Part I Types of Property

		(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1	Art - Works of art				
2	Art - Historical treasures				
3	Art - Fractional interests				
4	Books and publications				
5	Clothing and household goods				
6	Cars and other vehicles				
7	Boats and planes				
8	Intellectual property				
9	Securities - Publicly traded				
10	Securities - Closely held stock				
11	Securities - Partnership, LLC, or trust interests				
12	Securities - Miscellaneous				
13	Qualified conservation contribution - Historic structures				
14	Qualified conservation contribution - Other				
15	Real estate - Residential				
16	Real estate - Commercial				
17	Real estate - Other				
18	Collectibles				
19	Food inventory				
20	Drugs and medical supplies				
21	Taxidermy				
22	Historical artifacts				
23	Scientific specimens				
24	Archeological artifacts				
25	Other (FOOTBALL TICKET)	X	16	13,333.	FMV
26	Other (MISC. SUPPLIES)	X	30	9,500.	FMV
27	Other ( )				
28	Other ( )				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part V, Donee Acknowledgment 29

			Yes	No
30a	During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least 3 years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?	30a		X
b	If "Yes," describe the arrangement in Part II.			
31	Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?	31	X	
32a	Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?	32a		X
b	If "Yes," describe in Part II.			
33	If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.			

DRAFT 05-07-2026

Part II **Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also, complete this part for any additional information.

SCHEDULE M, PART I, COLUMN (B):
COLUMN (B) REPORTS THE NUMBER OF ITEMS CONTRIBUTED.

DRAFT 05-07-2026

SCHEDULE O (Form 990)
(Rev. December 2024)
Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

Open to Public Inspection

Name of the organization: ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number: 84-0580665

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:
SUPPORT USAFA IN ITS MISSION TO DEVELOP LEADERS OF CHARACTER FOR THE DEPARTMENT OF THE AIR FORCE, THE UNITED STATES SPACE FORCE, AND NATION.

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

WE DO THIS BY:
A. WORKING IN PARTNERSHIP WITH THE ACADEMY TO PRODUCE AND FOSTER GRADUATES WITH AN ENDURING COMMITMENT TO INTEGRITY, EXCELLENCE, AND SERVICE TO COUNTRY.
B. PROVIDING LEADERSHIP, COMMUNICATION, AND SUPPORT TO ALL ACADEMY GRADUATES AND FRIENDS OF THE ACADEMY WHILE PROMOTING CAMARADERIE AMONG THEM.
C. PROMOTING THE HERITAGE OF THE ACADEMY, OUR COMMON TRADITIONS, AND THE ACCOMPLISHMENTS OF OUR GRADUATES.
D. COMMUNICATING TO THE ACADEMY'S LEADERSHIP INFORMATION AND RECOMMENDATIONS FROM MEMBERS OF THE AOG ABOUT THE ACADEMY, BASED ON THE KNOWLEDGE AND EXPERIENCE OF AOG MEMBERS.
E. PROMOTING BATTLE TESTED AND MERITOCRATIC BASED LEADERSHIP
F. PROMOTING KNOWLEDGE AND UNDERSTANDING OF THE ADHERENCE TO THE U.S. CONSTITUTION.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:
LINE 4D, PROGRAM SERVICE
MEMBER SERVICES, REUNIONS & CAREER SERVICES - MEMBER SERVICES EXPENDITURES ARE USED TO MAINTAIN INFORMATION ON GRADUATES AND FAMILIES OF CURRENT CADETS AND TO PROVIDE NETWORKING OPPORTUNITIES AMONG GRADUATES AND SUPPORTERS. THE ASSOCIATION ALSO PROVIDES SUPPORT AND COORDINATION FOR ACTIVITIES SURROUNDING CLASS REUNIONS. CAREER SERVICES OFFERED INCLUDE CAREER CONFERENCES, MOCK INTERVIEWS, AND RESUME REVIEWS FOR GRADUATES SEEKING NEW EMPLOYMENT.
EXPENSES $ 486,267. INCLUDING GRANTS OF $ 0. REVENUE $ 0.

FORM 990, PART VI, SECTION A, LINE 2:
MARK HILLE, CEO OF THE FILING ORGANIZATION, ALSO SERVES AS CEO OF THE NON-PROFIT ORGANIZATIONS: AIR FORCE ACADEMY FOUNDATION (AFAF) AND THE AIR FORCE ACADEMY FOUNDATION REAL ESTATE TRUST (AFAF R/E) . BASED ON THE IRS DEFINITION OF A BUSINESS RELATIONSHIP, MARK HILLE HAS A BUSINESS RELATIONSHIP WITH THE FOLLOWING OFFICER-EMPLOYEE AND HIGHLY COMPENSATED EMPLOYEE, DUE TO THE EMPLOYEES' EMPLOYMENT BY AFAF: KATIE WILLEMARCK, CFO, NAVIERE WALKEWICZ, SENIOR VICE PRESIDENT OF ENGAGEMENT, AND MICHAEL CORNELIUS, EXECUTIVE VICE PRESIDENT OF ALUMNI RELATIONS.

FORM 990, PART VI, SECTION A, LINE 4:
THE ORGANIZATION'S BYLAWS WERE AMENDED AS FOLLOWS: (1) FAMILY MEMBER MEMBERSHIP WAS REPLACED WITH SURVIVING SPOUSE MEMBERSHIP, PROVIDING LIFETIME MEMBERSHIP WITH NO VOTING RIGHTS FOR THE SURVIVING SPOUSE; (2) HONORARY MEMBERSHIP WAS EXPANDED TO INCLUDE SERVICE TO THE DEPARTMENT OF THE AIR FORCE AND THE UNITED STATES SPACE FORCE, AND THE APPROVAL REQUIREMENT WAS CLARIFIED AS FOUR FIFTHS (80%) APPROVAL; (3) APPOINTED DIRECTOR TERMS WERE LIMITED TO ONE FOUR YEAR TERM ONLY; (4) THE QUORUM REQUIREMENT FOR DIRECTOR VOTING WAS INCREASED FROM "MORE THAN HALF" TO A

DRAFT 05-07-2026

Name of the organization ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number 84-0580665

TWO THIRDS MAJORITY OF DIRECTORS, AND AN EXPANDED LIST OF MOTIONS NOW REQUIRES APPROVAL BY TWO THIRDS OF THE ENTIRE BOARD; (5) THE PETITION PATHWAY FOR DIRECTOR NOMINATION WAS REMOVED AND REPLACED WITH A REQUIREMENT OF 100 VERIFIED SIGNATURES FROM GRADUATE MEMBERS TO NOMINATE A DIRECTOR; (6) THE POSITION OF CLASS ADVISORY SENATE (CAS) PRESIDENT WAS CLARIFIED AS AN EX OFFICIO DIRECTOR WITH VOTING RIGHTS; (7) THE GOVERNANCE COMMITTEE IS NOW REQUIRED TO COORDINATE BOARD PERFORMANCE EVALUATIONS; AND (8) THE BYLAWS WERE AMENDED TO EXPLICITLY REQUIRE A BIENNIAL REVIEW OF THE BYLAWS, WITH BOARD APPROVED AMENDMENTS TAKING IMMEDIATE EFFECT UNLESS OTHERWISE STATED.

FORM 990, PART VI, SECTION A, LINE 6:
THE ORGANIZATION HAS THE FOLLOWING MEMBERSHIP CATEGORIES:
1. GRADUATE MEMBERSHIP IS GRANTED TO ALL GRADUATES OF THE ACADEMY WHO OPT IN. GRADUATE MEMBERS ARE ELIGIBLE TO VOTE IN ELECTIONS AND FOR ALL BENEFITS ESTABLISHED BY THE BOARD.
2. SURVIVING SPOUSES OF GRADUATE MEMBERS ARE INVITED TO OPT IN FOR A LIFETIME MEMBERSHIP IN HONOR OF THEIR SPOUSE'S GRADUATE MEMBERSHIP WITH ALL BENEFITS EXCEPT THEY MAY NOT VOTE IN ELECTIONS.
3. ASSOCIATE MEMBERSHIP HAS BEEN AWARDED IN THE PAST TO NONGRADUATES WHO WERE IDENTIFIED BY THE CHIEF EXECUTIVE OFFICER (CEO) AS FRIENDS OF THE ACADEMY. ASSOCIATE MEMBERS PAY ANNUAL DUES OR HAVE BECOME LIFE ASSOCIATE MEMBERS. ASSOCIATE MEMBERS ARE ELIGIBLE FOR ALL THE BENEFITS OF MEMBERSHIP AND MAY VOTE IN ACCORDANCE WITH ARTICLE III, SECTION 7. NEW ASSOCIATE MEMBERSHIPS ARE NO LONGER OFFERED BY THE AOG.
4. AFFILIATE MEMBERSHIP MAY BE AWARDED TO NON-GRADUATES WHO HAVE BEEN IDENTIFIED BY THE CEO AS FRIENDS OF THE ACADEMY. AFFILIATE MEMBERS PAY ANNUAL DUES OR CAN BECOME LIFE AFFILIATE MEMBERS BY PAYING A LIFETIME FEE. AFFILIATE MEMBERS ARE ELIGIBLE FOR ALL THE BENEFITS OF MEMBERSHIP BUT MAY NOT VOTE IN ELECTIONS.
5. HONORARY MEMBERSHIP MAY BE AWARDED TO NON-GRADUATES WHO HAVE RENDERED OUTSTANDING AND CONSPICUOUS SERVICE TO THE DEPARTMENT OF THE AIR FORCE, THE UNITED STATES SPACE FORCE, THE ACADEMY AND/OR THE AOG. HONORARY MEMBERS MUST BE RECOMMENDED BY A MEMBER OF THE BOARD AND RECEIVE AT LEAST FOUR-FIFTHS ACCEPTANCE OF ALL DIRECTORS. HONORARY MEMBERSHIP IS RESTRICTED TO 25 LIVING PERSONS. A PERSON MAY BE BROUGHT TO THE BOARD TWICE FOR CONSIDERATION BEFORE BECOMING INELIGIBLE FOR HONORARY MEMBERSHIP STATUS. HONORARY MEMBERS WILL NOT PAY DUES AND WILL BE ELIGIBLE FOR ALL THE BENEFITS OF MEMBERSHIP BUT MAY NOT VOTE IN ELECTIONS.

FORM 990, PART VI, SECTION A, LINE 7A:
ELECTIONS ARE HELD BIENNIALLY AND APPROXIMATELY HALF OF THE ELECTED DIRECTORS ARE ELECTED TO 4-YEAR TERMS. CANDIDATES ARE PLACED ON THE BALLOT BY THE NOMINATING COMMITTEE AFTER SUBMITTING A COMPLETE NOMINATION PACKAGE INCLUDING 100 VERIFIED SIGNATURES FROM GRADUATE MEMBERS IN GOOD STANDING. THERE ARE NO ALTERNATIVE PATHWAYS TO BE PLACED ON THE BALLOT. ALL GRADUATE MEMBERS ARE NOTIFIED BY MAIL, EMAIL, AND OTHER MEANS OF HOW THEY MAY BECOME A CANDIDATE. ALL MEMBERS WHO ARE ELIGIBLE TO VOTE TO RECEIVE NOTICE OF HOW TO CAST THEIR BALLOT. CANDIDATES RECEIVING THE MOST VOTES ARE ELECTED TO THE BOARD.

FORM 990, PART VI, SECTION A, LINE 7B:
GRADUATE AND ASSOCIATE MEMBERS MAY VOTE IN ELECTIONS OF DIRECTORS, TO AMEND THE ARTICLES OF INCORPORATION AND/OR BYLAWS, AND ON ANY ISSUES SUBMITTED TO THE MEMBERSHIP BY THE BOARD. EACH MEMBER HAS ONE VOTE AND MAY NOT ALLOCATE THEIR VOTE TO ANYONE ELSE.

DRAFT 990-2025

Name of the organization ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number 84-0580665

FORM 990, PART VI, SECTION B, LINE 11B:
FORM 990 WILL BE SUBMITTED TO THE AUDIT COMMITTEE, THEN EACH MEMBER OF THE BOARD OF DIRECTORS, PHYSICALLY OR BY ELECTRONIC TRANSMISSION, PRIOR TO ITS FILING DUE DATE.

FORM 990, PART VI, SECTION B, LINE 12C:
THE CONFLICT-OF-INTEREST POLICY IS REVIEWED, UPDATED, IF NECESSARY, AND PRESENTED TO THE BOARD EACH AUGUST. ALL DIRECTORS AND OFFICERS MUST REVIEW AND SIGN THE STATEMENT DECLARING THAT THERE ARE NO CONFLICTS OF INTEREST, OR THAT THEY MUST REPORT WHEN THEY HAVE CONFLICTS OF INTEREST.

FORM 990, PART VI, SECTION B, LINE 15:
THE COMPENSATION FOR THE CEO IS DETERMINED BY A COMPENSATION COMMITTEE OF THE BOARD OF DIRECTORS FROM COMPARATIVE DATA FOR OTHER ASSOCIATION EXECUTIVES: THE CEO APPROVES THE COMPENSATION OF OTHER OFFICERS AND EMPLOYEES OF THE ORGANIZATION, AS RECOMMENDED BY THE SENIOR STAFF IN BUDGET PREPARATIONS.THE ORGANIZATION HAS NO OTHER PAID OFFICERS OR EMPLOYEES MEETING THE IRS DEFINITION OF A KEY EMPLOYEE.

FORM 990, PART VI, SECTION C, LINE 19:
COPIES OF THE ORGANIZATION'S CURRENT BYLAWS, ARTICLES OF INCORPORATION, GOVERNANCE AND FINANCIAL MANAGEMENT POLICIES, AND THE PRIOR YEAR FINANCIAL STATEMENTS ARE AVAILABLE ON THE ORGANIZATION'S WEBSITE. ADDITIONALLY, THE ORGANIZATION WILL PROVIDE IN A TIMELY MANNER, COPIES OF ALL GOVERNING DOCUMENTS INCLUDING ITS CONFLICT-OF-INTEREST POLICY, WHEN REQUESTED IN PERSON. FORM 990 IS POSTED ON THE ORGANIZATION'S WEBSITE AFTER FILING; THE FORM 1023 WAS FILED PRIOR TO 1985 AND IS NOT AVAILABLE TO PUBLIC INSPECTION: THE FORM 990-T AND FORM 990 PUBLIC INSPECTION COPIES ARE AVAILABLE UPON REQUEST AT THE ORGANIZATION'S ADDRESS.

FORM 990, PART VII, COLUMN (D), COLUMN (F)
FORM 990, PART I, LINE 5 AND 990, PART VI, LINE 2A / 2B
FORM 990, PART VII, COLUMN (D), COLUMN (F)
FORM 990, PART VII, LINE 5
SCHEDULE J, PART II, LINE 1

THE FILING ORGANIZATION, THE ASSOCIATION OF GRADUATES OF THE U.S. AIR FORCE ACADEMY (AOG), PARTICIPATES IN A COOPERATIVE OPERATING AGREEMENT WITH THE AIR FORCE ACADEMY FOUNDATION (AFAF). THE AGREEMENT PROVIDES FOR SHARED SERVICES INCLUDING OFFICE SPACE, FURNITURE AND EQUIPMENT, DATA ENTRY SERVICES, MAIL AND CHECK PROCESSING SERVICES, AND INFORMATION TECHNOLOGY SUPPORT. ADDITIONALLY, AS PART OF THE COOPERATIVE OPERATING AGREEMENT, THE ORGANIZATIONS ARE UNDER A COMMON PAYMASTER AGREEMENT WHICH INCLUDES SHARED LEADERSHIP COSTS FOR THE CHIEF EXECUTIVE OFFICER (CEO) AND ALL OTHER SHARED STAFF. AS OF 2024, THE AIR FORCE ACADEMY FOUNDATION BECAME THE EMPLOYER OF RECORD, FILING ALL PERTINENT TAX DOCUMENTS ON A QUARTERLY AND ANNUAL BASIS AS NEEDED, INCLUDING MAKING REQUIRED TAX DEPOSITS. HOWEVER, AS THE INDIVIDUALS MEET THE DEFINITION OF COMMON LAW EMPLOYEES OF THE AOG, THEIR SALARIES/WAGES ARE REFLECTED ON FORM 990, PART VII, SECTION A, COLUMN D AND E, AND ON FORM 990, PART IX, STATEMENT OF FUNCTIONAL EXPENSE, LINES 5 THROUGH 10, AS INSTRUCTED PER IRS GUIDELINES.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

DRAFT AS OF 2026

Name of the organization ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

Employer identification number 84-0580665

CHANGE IN FAIR VALUE - TRUST INTEREST	5,247,652.
CHANGE IN FAIR VALUE - SPLIT INTEREST AGREEMENT	3,790.
TOTAL TO FORM 990, PART XI, LINE 9	5,251,442.

FORM 990, PART XII, LINE 2 C

THE PROCESS FOR OVERSEEING THE AUDIT HAS NOT CHANGED FROM PRIOR YEARS.

DRAFT 05-07-2026

CARRYOVER DATA TO 2026

Name	Employer Identification Number
ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY	84-0580665

Based on the information provided with this return, the following are possible carryover amounts to next year.

FEDERAL POST-2017 NET OPERATING LOSS - ASSOCIATION OF GRADUA	999,902.
FEDERAL PRE-2018 NET OPERATING LOSS	2,194,425.

DRAFT 05-07-2026

Name: ASSOCIATION OF GRADUATES OF THE UNIT FEIN: 84-0580665

Type and Entity: ASSOCIATION OF GRADUAT POST-2017 NO

DETAIL CARRYOVER SCHEDULE

Section 382 Annual Limitation | Section 382 Carryover

	Year Originated	Original Carryover Amount	Total Amount Used	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____
A	2018	671,957.										
B	2019	39,444.										
C	2020	40,718.										
D	2021	59,605.										
E	2022	188,178.										
F												
G												
H												
I												
J												
K												
L												
M												
N												
O												
P												
Q												
R												
S												
T												
U												
V												
W												

	Detail Type	ESBC	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____
A													
B													
C													
D													
E													
F													
G													
H													
I													
J													
K													
L													
M													
N													
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R													
S													
T													
U													
V													
W													

DRAFT 05-07-2026

Name: ASSOCIATION OF GRADUATES OF THE UNIT FEIN: 84-0580665

Type and Entity: PRE-2018 NOL FED

DETAIL CARRYOVER SCHEDULE

Section 382 Annual Limitation | Section 382 Carryover

	Year Originated	Original Carryover Amount	Total Amount Used	Amount Used for 12/31/23	Amount Used for 12/31/24	Amount Used for 12/31/25	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____
A	2013	542,788.	166,944.	58,344.	67,598.	41,002.						
B	2014	455,138.										
C	2015	375,652.										
D	2016	570,463.										
E	2017	417,328.										
F												
G												
H												
I												
J												
K												
L												
M												
N												
O												
P												
Q												
R												
S												
T												
U												
V												
W												

	Detail Type	ESBC	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____	Amount Used for _____
A													
B													
C													
D													
E													
F													
G													
H													
I													
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K													
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R													
S													
T													
U													
V													
W													

DRAFT 05-07-2026

Form **8879-TE**

Department of the Treasury
Internal Revenue Service

IRS E-file Signature Authorization for a Tax-Exempt Entity

For calendar year 2025, or fiscal year beginning _____ , 2025, and ending _____ , 20 ___

Do not send to the IRS. Keep for your records.
Go to www.irs.gov/Form8879TE for the latest information.

OMB No. 1545-0047

2025

Name of filer ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

EIN or SSN 84-0580665

Name and title of officer or person subject to tax KATIE WILLEMARCK
CFO

Part I Type of Return and Return Information

Check the box for the return for which you are using this Form 8879-TE and enter the applicable amount, if any, from the return. Form 8038-CP and Form 5330 filers may enter dollars and cents. For all other forms, enter whole dollars only. If you check the box on line **1a, 2a, 3a, 4a, 5a, 6a, 7a, 8a, 9a,** or **10a** below, and the amount on that line for the return being filed with this form was blank, then leave line **1b, 2b, 3b, 4b, 5b, 6b, 7b, 8b, 9b,** or **10b,** whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than one line in Part I.

1a	**Form 990** check here	☐	**b**	**Total revenue,** if any (Form 990, Part VIII, column (A), line 12)	1b	
2a	**Form 990-EZ** check here	☐	**b**	**Total revenue,** if any (Form 990-EZ, line 9)	2b	
3a	**Form 1120-POL** check here	☐	**b**	**Total tax** (Form 1120-POL, line 22)	3b	
4a	**Form 990-PF** check here	☐	**b**	**Tax based on investment income** (Form 990-PF, Part V, line 5)	4b	
5a	**Form 8868** check here	☐	**b**	**Balance due** (Form 8868, line 3c)	5b	
6a	**Form 990-T** check here	☒	**b**	**Total tax** (Form 990-T, Part III, line 4)	6b	0.
7a	**Form 4720** check here	☐	**b**	**Total tax** (Form 4720, Part III, line 1)	7b	
8a	**Form 5227** check here	☐	**b**	**FMV of assets at end of tax year** (Form 5227, Item D)	8b	
9a	**Form 5330** check here	☐	**b**	**Tax due** (Form 5330, Part II, line 19)	9b	
10a	**Form 8038-CP** check here	☐	**b**	**Amount of credit payment requested** (Form 8038-CP, Part III, line 22)	10b	

Part II Declaration and Signature Authorization of Officer or Person Subject to Tax

Under penalties of perjury, I declare that ☒ I am an officer of the above entity or ☐ I am a person subject to tax with respect to (name of entity) _____ , (EIN) _____ and that I have examined a copy of the 2025 electronic return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the return to the IRS and to receive from the IRS **(a)** an acknowledgement of receipt or reason for rejection of the transmission, **(b)** the reason for any delay in processing the return or refund, and **(c)** the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the electronic return and, if applicable, the consent to electronic funds withdrawal.

PIN: check one box only

☒ I authorize SORREN, INC. to enter my PIN 00203

ERO firm name

Enter five numbers, but do not enter all zeros

as my signature on the tax year 2025 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

☐ As an officer or person subject to tax with respect to the entity, I will enter my PIN as my signature on the tax year 2025 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Signature of officer or person subject to tax _____ Date _____

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN. 84986409584

Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2025 electronically filed return indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163,** Modernized e-File (MeF) Information for Authorized IRS *e-file* Providers for Business Returns.

ERO's signature SORREN, INC. Date 05/07/26

ERO Must Retain This Form - See Instructions
Do Not Submit This Form to the IRS Unless Requested To Do So

For Privacy Act and Paperwork Reduction Act Notice, see instructions. Form **8879-TE** (2025) Created 5/1/25

LHA 502521 12-18-25

DRAFT 05-07-2026

EXTENDED TO NOVEMBER 16, 2026

Form **990-T**

Exempt Organization Business Income Tax Return

(and proxy tax under section 6033(e))

For calendar year 2025 or other tax year beginning _____, and ending _____.

Department of the Treasury
Internal Revenue Service

Go to www.irs.gov/Form990T for instructions and the latest information.
Do not enter SSNs on this form as it may be made public if your organization is a 501(c)(3).

OMB No. 1545-0047

2025

Open to Public Inspection for 501(c)(3) Organizations Only

A [X] Check box if address changed.

B Exempt under section
[X] 501(c)(3)
[ ] 408(e) [ ] 220(e)
[ ] 408A [ ] 530(a)
[ ] 529(a) [ ] 529A

Name of organization ([ ] Check box if name changed and see instructions.)
ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

D Employer identification number
84-0580665

Number and street. If a P.O. box, see instructions.
3115 ACADEMY DRIVE

Room or suite no.

E Group exemption number (see instructions)

City or town: USAF ACADEMY
State or province: CO
Country:
ZIP or foreign postal code: 80840-4475

F [ ] Check box if an amended return.

C Book value of all assets at end of year ..... 131,255,150.

G Check organization type [X] 501(c) corporation [ ] 501(c) trust [ ] 401(a) trust [ ] Other trust [ ] State college/university [ ] 6417(d)(1)(A) Applicable entity

H Check if filing only to claim [ ] Credit from Form 8941 [ ] Refund shown on Form 2439 [ ] Elective payment amount from Form 3800

I Check if a 501(c)(3) organization filing a consolidated return with a 501(c)(2) titleholding corporation ..... [ ]

J Enter the number of attached Schedules A (Form 990-T) 1

K During the tax year, was the corporation a subsidiary in an affiliated group or a parent-subsidiary controlled group? [ ] Yes [X] No
If "Yes," enter the name and identifying number of the parent corporation

L The books are in care of KATIE WILLEMARCK Telephone number 719-472-0300

Part I Total Unrelated Business Taxable Income

1	Total of unrelated business taxable income computed from all unrelated trades or businesses (see instructions)	1	41,002.
2	Reserved for future use	2	
3	Add lines 1 and 2	3	41,002.
4	Charitable contributions (see instructions for limitation rules)	4	0.
5	Total unrelated business taxable income before net operating losses. Subtract line 4 from line 3	5	41,002.
6	Deduction for net operating loss. See instructions STATEMENT 1	6	41,002.
7	Total of unrelated business taxable income before specific deduction and section 199A deduction. Subtract line 6 from line 5	7	
8	Specific deduction (generally $1,000, but see instructions for exceptions)	8	1,000.
9	**Trusts.** Section 199A deduction. See instructions	9	
10	**Total deductions.** Add lines 8 and 9	10	1,000.
11	**Unrelated business taxable income.** Subtract line 10 from line 7. If line 10 is greater than line 7, enter zero	11	0.

Part II Tax Computation

1	**Organizations taxable as corporations.** Multiply Part I, line 11 by 21% (0.21)	1	0.
2	**Trusts taxable at trust rates.** See instructions for tax computation. Income tax on the amount on Part I, line 11, from: [ ] Tax rate schedule or [ ] Schedule D (Form 1041)	2	
3	**Proxy tax.** See instructions	3	
4a	Amount from Form 4255, Part I , line 3, column (q)	4a	
b	Other tax amounts. See instructions	4b	
5	Alternative minimum tax	5	
6	**Tax on noncompliant facility income.** See instructions	6	
7	**Total.** Add lines 3 through 6 to line 1 or 2, whichever applies	7	0.

Part III Tax and Payments

1a	Foreign tax credit (corporations attach Form 1118; trusts attach Form 1116)	1a			
b	Other credits (see instructions)	1b			
c	General business credit. Attach Form 3800 (see instructions)	1c			
d	Credit for prior-year minimum tax (attach Form 8801 or 8827)	1d			
e	**Total credits.** Add lines 1a through 1d			1e	
2	Subtract line 1e from Part II, line 7			2	0.
3a	Amount from Form 4255, Part I, line 3, column (r) (see instructions)	3a			
b	Amount due from Form 8611	3b			
c	Amount due from Form 8697	3c			
d	Amount due from Form 8866	3d			
e	Other amounts due (see instructions)	3e			
f	Total amounts due. Add lines 3a through 3e			3f	0.
4	**Total tax.** Add lines 2 and 3f (see instructions). [ ] Check if includes tax previously deferred under section 1294. Enter tax amount here			4	0.

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Part III Tax and Payments *(continued)*

5 a	Current net 965 tax liability paid from Form 965-A, Part II, column (k)		5a	0.
b	First installment of section 1062 applicable net tax liability. Enter amount from Form 1062, line 15		5b	
6 a	Payments: Preceding year's overpayment credited to the current year	6a		
b	Current year's estimated tax payments. Check if section 643(g) election applies ☐	6b		
c	Tax deposited with Form 8868	6c		
d	Foreign organizations: Tax paid or withheld at source (see instructions)	6d		
e	Backup withholding (see instructions)	6e		
f	Credit for small employer health insurance premiums (attach Form 8941)	6f		
g	Elective payment election amount from Form 3800	6g		
h	Payment from Form 2439	6h		
i	Credit from Form 4136	6i		
j	Other (see instructions)	6j		
k	Section 1062 applicable net tax liability. Enter amount from 1062, line 14	6k		
7	**Total payments and section 1062 applicable net tax liability.** Add lines 6a through 6k		7	
8	Estimated tax penalty (see instructions). Check if Form 2220 is attached ☑		8	
9	**Tax due.** If line 7 is smaller than the total of lines 4, 5a, 5b, and 8, enter amount owed		9	
10	**Overpayment.** If line 7 is larger than the total of lines 4, 5a, 5b, and 8, enter amount overpaid		10	
11	Enter the amount of line 10 you want: **Credited to 2026 estimated tax** _____ **Refunded**		11	
	For Refunded amount, also complete and attach Form 8050. See instructions.			

Part IV Statements Regarding Certain Activities and Other Information (see instructions)

		Yes	No
1	At any time during the 2025 calendar year, did the organization have an interest in or a signature or other authority over a financial account (bank, securities, or other) in a foreign country? If "Yes," the organization may have to file FinCEN Form 114, Report of Foreign Bank and Financial Accounts. If "Yes," enter the name of the foreign country here _____		X
2	During the tax year, did the organization receive a distribution from, or was it the grantor of, or transferor to, a foreign trust? If "Yes," see instructions for other forms the organization may have to file.		X
3	Enter the amount of tax-exempt interest received or accrued during the tax year $ _____		
4	Enter available pre-2018 NOL carryovers here $ 2,235,427. Do not include any post-2017 NOL carryover shown on Schedule A (Form 990-T). Don't reduce the NOL carryover shown here by any deduction reported on Part I, line 6.		
5	Post-2017 NOL carryovers. Enter the Business Activity Code and available post-2017 NOL carryovers. Don't reduce the amounts shown below by any NOL claimed on any Schedule A, Part II, line 17, for the tax year. See instructions.		

Business Activity Code	Available post-2017 NOL carryover
541800	$ 999,902.
	$
	$
	$

6 a	Reserved for future use		
b	Reserved for future use		

Part V Supplemental Information

Provide any additional information. See instructions.

Sign Here

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.

Signature of officer _____ Date _____ CFO Title

May the IRS discuss this return with the preparer shown below (see instructions)? ☒ Yes ☐ No

Paid Preparer Use Only

Enter preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
DOREEN MERZ	DOREEN MERZ	05/07/26		P00841439

Firm's name SORREN, INC. Firm's EIN 93-4792291

Firm's address 90 S CASCADE AVE SUITE 700 COLORADO SPRINGS, CO 80903 Phone no. (719) 630-1186

Form **990-T** (2025)

523711 01-13-26

14430507 781617 203492700 2025.03040 ASSOCIATION OF GRADUATES 20349271

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FORM 990-T PRE 2018 NOL SCHEDULE STATEMENT 1

PRE-2018 NOL CARRY FORWARD FROM PRIOR YEAR	2,235,427.
PRE-2018 NOL DEDUCTION INCLUDED IN PART I, LINE 6	41,002.

SCHEDULE A PORTION OF PRE-2018 NOL

SCHEDULE A ENTITY	SCHEDULE A SHARE
1	0.

TOTAL SCHEDULE A SHARE OF PRE-2018 NOL	0.
NET OPERATING DEDUCTION	41,002.
BALANCE AFTER PRE-2018 NOL DEDUCTION	0.
EXPIRING NET OPERATING LOSSES	0.
CARRY FORWARD OF NET OPERATING LOSS	2,194,425.

FORM 990-T PRE-2018 NET OPERATING LOSS DEDUCTION STATEMENT 2

TAX YEAR	LOSS SUSTAINED	LOSS PREVIOUSLY APPLIED	LOSS REMAINING	AVAILABLE THIS YEAR
12/31/13	542,788.	125,942.	416,846.	416,846.
12/31/14	455,138.	0.	455,138.	455,138.
12/31/15	375,652.	0.	375,652.	375,652.
12/31/16	570,463.	0.	570,463.	570,463.
12/31/17	417,328.	0.	417,328.	417,328.
NOL CARRYOVER AVAILABLE THIS YEAR			2,235,427.	2,235,427.

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SCHEDULE A (Form 990-T)

Department of the Treasury
Internal Revenue Service

Unrelated Business Taxable Income From an Unrelated Trade or Business

Go to www.irs.gov/Form990T for instructions and the latest information.

Do not enter SSN numbers on this form as it may be made public if your organization is a 501(c)(3).

OMB No. 1545-0047

2025

Open to Public Inspection for 501(c)(3) Organizations Only

A Name of the organization ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

B Employer identification number 84-0580665

C Unrelated business activity code (see instructions) 541800

D Sequence: 1 of 1

E Describe the unrelated trade or business ASSOCIATION OF GRADUATES OF THE UNITED STATES

Part I **Unrelated Trade or Business Income**

			(A) Income	(B) Expenses	(C) Net
1a	Gross receipts or sales				
b	Less returns and allowances	c Balance 1c			
2	Cost of goods sold (Part III, line 8)	2			
3	Gross profit. Subtract line 2 from line 1c	3			
4a	Capital gain net income (attach Schedule D (Form 1041 or Form 1120)). See instructions	4a			
b	Net gain (loss) (Form 4797) (attach Form 4797). See instructions	4b			
c	Capital loss deduction for trusts	4c			
5	Income (loss) from a partnership or an S corporation (attach statement)	5			
6	Rent income (Part IV)	6			
7	Unrelated debt-financed income (Part V)	7			
8	Interest, annuities, royalties, and rents from a controlled organization (Part VI)	8			
9	Investment income of section 501(c)(7), (9), or (17) organizations (Part VII)	9			
10	Exploited exempt activity income (Part VIII)	10	60,336.	18,334.	42,002.
11	Advertising income (Part IX)	11	80,428.	22,901.	57,527.
12	Other income (see instructions; attach statement)	12			
13	**Total.** Combine lines 3 through 12	13	140,764.	41,235.	99,529.

Part II **Deductions Not Taken Elsewhere.** See instructions for limitations on deductions. Deductions must be directly connected with the unrelated business income

1	Compensation of officers, directors, and trustees (Part X)			1	
2	Salaries and wages			2	
3	Repairs and maintenance			3	
4	Bad debts			4	
5	Interest (attach statement). See instructions			5	
6	Taxes and licenses			6	
7	Depreciation (attach Form 4562). See instructions	7			
8	Less depreciation claimed in Part III and elsewhere on return	8a		8b	
9	Depletion			9	
10	Contributions to deferred compensation plans			10	
11	Employee benefit programs			11	
12	Excess exempt expenses (Part VIII)			12	
13	Excess readership costs (Part IX)			13	57,527.
14	Other deductions (attach statement)	SEE STATEMENT 3		14	1,000.
15	**Total deductions.** Add lines 1 through 14			15	58,527.
16	Unrelated business income before net operating loss deduction. Subtract line 15 from Part I, line 13, column (C)			16	41,002.
17	Deduction for net operating loss. See instructions			17	0.
18	**Unrelated business taxable income.** Subtract line 17 from line 16			18	41,002.

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Part III Cost of Goods Sold

Enter method of inventory valuation

1	Inventory at beginning of year	1	
2	Purchases	2	
3	Cost of labor	3	
4	Additional section 263A costs (attach statement)	4	
5	Other costs (attach statement)	5	
6	**Total.** Add lines 1 through 5	6	
7	Inventory at end of year	7	
8	**Cost of goods sold.** Subtract line 7 from line 6. Enter here and in Part I, line 2	8	
9	Do the rules of section 263A (with respect to property produced or acquired for resale) apply to the organization?		☐ Yes ☐ No

Part IV Rent Income (From Real Property and Personal Property Leased With Real Property)

1 Description of property (property street address, city, state, ZIP code). Check if a dual-use. See instructions.

A ☐
B ☐
C ☐
D ☐

		A	B	C	D
2	Rent received or accrued				
a	From personal property (if the percentage of rent for personal property is more than 10% but not more than 50%)				
b	From real and personal property (if the percentage of rent for personal property exceeds 50% or if the rent is based on profit or income)				
c	Total rents received or accrued by property. Add lines 2a and 2b, columns A through D				

3 Total rents received or accrued. Add line 2c, columns A through D. Enter here and on Part I, line 6, column (A) 0.

4	Deductions directly connected with the income in lines 2a and 2b (attach statement)				

5 **Total deductions.** Add line 4, columns A through D. Enter here and on Part I, line 6, column (B) 0.

Part V Unrelated Debt-Financed Income (see instructions)

1 Description of debt-financed property (street address, city, state, ZIP code). Check if a dual-use. See instructions.

A ☐
B ☐
C ☐
D ☐

		A	B	C	D
2	Gross income from or allocable to debt-financed property				
3	Deductions directly connected with or allocable to debt-financed property				
a	Straight line depreciation (attach statement)				
b	Other deductions (attach statement)				
c	Total deductions (add lines 3a and 3b, columns A through D)				
4	Amount of average acquisition debt on or allocable to debt-financed property (attach statement)				
5	Average adjusted basis of or allocable to debt-financed property (attach statement)				
6	Divide line 4 by line 5	%	%	%	%
7	Gross income reportable. Multiply line 2 by line 6				

8 **Total gross income** (add line 7, columns A through D). Enter here and on Part I, line 7, column (A) 0.

9	Allocable deductions. Multiply line 3c by line 6				

10 **Total allocable deductions.** Add line 9, columns A through D. Enter here and on Part I, line 7, column (B) 0.

11 **Total dividends - received deductions** included in line 10 0.

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Part VI Interest, Annuities, Royalties, and Rents From Controlled Organizations (see instructions)

1. Name of controlled organization	2. Employer identification number	Exempt Controlled Organizations: 3. Net unrelated income (loss) (see instructions)	4. Total of specified payments made	5. Part of column 4 that is included in the controlling organization's gross income	6. Deductions directly connected with income in column 5
(1)					
(2)					
(3)					
(4)					

Nonexempt Controlled Organizations: 7. Taxable Income	8. Net unrelated income (loss) (see instructions)	9. Total of specified payments made	10. Part of column 9 that is included in the controlling organization's gross income	11. Deductions directly connected with income in column 10
(1)				
(2)				
(3)				
(4)				
			Add columns 5 and 10. Enter here and on Part I, line 8, column (A).	Add columns 6 and 11. Enter here and on Part I, line 8, column (B).
Totals			0.	0.

Part VII Investment Income of a Section 501(c)(7), (9), or (17) Organization (see instructions)

1. Description of income	2. Amount of income	3. Deductions directly connected (attach statement)	4. Set-asides (attach statement)	5. Total deductions and set-asides (add cols 3 and 4)
(1)				
(2)				
(3)				
(4)				
	Add amounts in column 2. Enter here and on Part I, line 9, column (A).			Add amounts in column 5. Enter here and on Part I, line 9, column (B).
Totals	0.			0.

Part VIII Exploited Exempt Activity Income, Other Than Advertising Income (see instructions)

1	Description of exploited activity: OTHER ADVERTI		
2	Gross unrelated business income from trade or business. Enter here and on Part I, line 10, column (A)	2	60,336.
3	Expenses directly connected with production of unrelated business income. Enter here and on Part I, line 10, column (B)	3	18,334.
4	Net income (loss) from unrelated trade or business. Subtract line 3 from line 2. If a gain, complete lines 5 through 7	4	42,002.
5	Gross income from activity that is not unrelated business income	5	0.
6	Expenses attributable to income entered on line 5	6	0.
7	Excess exempt expenses. Subtract line 5 from line 6, but do not enter more than the amount on line 4. Enter here and on Part II, line 12	7	0.

Schedule A (Form 990-T) 2025

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Part IX Advertising Income

1 Name(s) of periodical(s). Check box if reporting two or more periodicals on a consolidated basis.

A ☐ CHECKPOINTS MAGAZINE
B ☐
C ☐
D ☐

Enter amounts for each periodical listed above in the corresponding column.

		A	B	C	D
2	Gross advertising income	80,428.			
a	Add columns A through D. Enter here and on Part I, line 11, column (A)				80,428.
3	Direct advertising costs by periodical	22,901.			
a	Add columns A through D. Enter here and on Part I, line 11, column (B)				22,901.
4	Advertising gain (loss). Subtract line 3 from line 2. For any column in line 4 showing a gain, complete lines 5 through 8. For any column in line 4 showing a loss or zero, do not complete lines 5 through 7, and enter -0- on line 8	57,527.			
5	Readership costs	203,763.			
6	Circulation income	84,790.			
7	Excess readership costs. If line 6 is less than line 5, subtract line 6 from line 5. If line 5 is less than line 6, enter -0-	118,973.			
8	Excess readership costs allowed as a deduction. For each column showing a gain on line 4, enter the lesser of line 4 or line 7	57,527.			
a	Add line 8, columns A through D. Enter the greater of the line 8a columns total or -0- here and on Part II, line 13				57,527.

Part X Compensation of Officers, Directors, and Trustees (see instructions)

1. Name	2. Title	3. Percentage of time devoted to business	4. Compensation attributable to unrelated business
(1)		%	
(2)		%	
(3)		%	
(4)		%	
Total. Enter here and on Part II, line 1			0.

Part XI Supplemental Information (see instructions)

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FORM 990-T (A) OTHER DEDUCTIONS STATEMENT 3

DESCRIPTION	AMOUNT
ACCOUNTING	1,000.
TOTAL TO SCHEDULE A, PART II, LINE 14	1,000.

FORM 990-T SCHEDULE A DESCRIPTION OF ORGANIZATION'S UNRELATED BUSINESS ACTIVITY STATEMENT 4

ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

TO FORM 990-T, SCHEDULE A, LINE E

990-T SCH A POST-2017 NET OPERATING LOSS DEDUCTION STATEMENT 5

TAX YEAR	LOSS SUSTAINED	LOSS PREVIOUSLY APPLIED	LOSS REMAINING	AVAILABLE THIS YEAR
12/31/18	671,957.	0.	671,957.	671,957.
12/31/19	39,444.	0.	39,444.	39,444.
12/31/20	40,718.	0.	40,718.	40,718.
12/31/21	59,605.	0.	59,605.	59,605.
12/31/22	188,178.	0.	188,178.	188,178.
NOL CARRYOVER AVAILABLE THIS YEAR			999,902.	999,902.

FORM 990-T (A) PART VIII - EXPENSES DIRECTLY CONNECTED WITH PRODUCTION OF UNRELATED BUSINESS INCOME STATEMENT 6

DESCRIPTION	ACTIVITY NUMBER	AMOUNT	TOTAL
PROFESSIONAL PRINTING		18,334.	
- SUBTOTAL -	1		18,334.
TOTAL OF FORM 990-T, SCHEDULE A, PART VIII, COLUMN 3			18,334.

DRAFT 05-07-2026

258454 11019

DR 8454 (10/08/25)
COLORADO DEPARTMENT OF REVENUE
Denver CO 80261-0005
Tax.Colorado.gov

State of Colorado Income Tax Declaration for Online Electronic Filing

Do not mail this form to the IRS or the Colorado Department of Revenue. **Retain with your records.**

For Tax Year (MM/DD/YY)	or Fiscal Year beginning (MM/DD/YY)
01/01/25	

Income Tax Type

☐ Individual (DR 0104) ☒ C-Corporation (DR 0112) ☐ Partnership/S-Corp (DR 0106) ☐ Fiduciary (DR 0105) ☐ Exempt Entity (DR 0990)

Taxpayer's Last Name or Business Name	First Name or Business DBA if different from Business Name	Middle Initial
ASSOCIATION OF GRADUATES O		
Spouse's Last Name (if applicable)	**First Name**	**Middle Initial**

Taxpayer's SSN or ITIN	Spouse's SSN or ITIN (if applicable)	FEIN
		84-0580665

Taxpayer's or Business's Address	City	State	ZIP
3115 ACADEMY DRIVE	USAF ACADEMY	CO	80840-44

Part I - Tax Return Information

1. Total Income from your federal return (see instructions for more information)	1	$ 99,529
2. Taxable Income (or allowable deduction) from your federal return (see instructions for more information)	2	$
3. Colorado Tax (or recapture of prior year credits) from your Colorado return (see instructions for more information)	3	$
4. Colorado Tax Withheld, Payments, or Credits from your Colorado return (see instructions for more information)	4	$

Part II - Declaration of Taxpayer

Under penalties of perjury, I declare that the information I have provided for electronic filing and the amounts shown in Part I above agree with the amounts shown on my Federal/Colorado income tax returns, and that said tax returns, statements, schedules and attachments are true, correct, and complete to the best of my knowledge and belief. I understand that I (or my Electronic Return Originator (ERO) if applicable) may be required to provide paper copies of this declaration, my returns, withholding statements, schedules, and attachments upon request by the Colorado Department of Revenue at any time during the period covered by the Colorado statute of limitations.

Signature of taxpayer, fiduciary officer, or partner	Title	Date (MM/DD/YY)
	CFO	
Spouse's Signature (If Joint Return, Both Must Sign)		**Date (MM/DD/YY)**

Part III - Declaration of ERO/Preparer/Transmitter

If the transmitter did not prepare the tax return, check here ☒

If I am not the preparer, I declare only that the amounts shown in Part I above agree with the amounts shown on the taxpayer's Federal/Colorado income tax returns. If I am the preparer, under penalties of perjury I declare that I have reviewed the above taxpayer's Federal/Colorado income tax returns and that the information provided to me by the taxpayer and the amounts shown in Part I above agree with the amounts shown on said tax returns, and that said tax returns, statements, schedules, and attachments are true, correct, and complete to the best of my knowledge and belief. As preparer, I further declare that I have obtained the taxpayer's signature on this form at the time of filing and have provided the taxpayer with copies of all forms and information filed. I also agree to maintain this signed Form (DR 8454) for the period covered by the Colorado statute of limitations, and to provide paper copies of this declaration, said returns, withholding statements, schedules and attachments upon request by the Colorado Department of Revenue at any time during this period.

ERO's Signature	Preparer Identification Number, Your SSN, or ITIN
	P00841439
Check if also Preparer ☒	Date (MM/DD/YY) 05/07/26

DRAFT 05-07-2026

DRAFT 05-07-2026

2025 Colorado C Corporation Income Tax Return

Do not submit federal return, forms or schedules when filing this return.

(0023)

Fiscal Year Beginning (MM/DD/25)	Fiscal Year Ending (MM/DD/YY)

Name of Corporation	• Colorado Account Number (CAN)
ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR	
Address	• Federal Employer ID Number (FEIN)
3115 ACADEMY DRIVE	84-0580665
City	**State** / **ZIP**
USAF ACADEMY	CO 80840-4475

• ☐ Mark for Final Return

• ☐ If you are submitting a statement disclosing a listed or reported transaction, mark this box

• **A. Apportionment of Income.** This return is being filed for:

☒ **(42)** A corporation not apportioning income;

☐ **(43)** A corporation engaged in interstate business apportioning income using receipts-factor apportionment (DR 0112RF required);

☐ **(44)** A corporation engaged in interstate business apportioning income using special rule (DR 0112RF required);

☐ **(46)** A corporation claiming an exemption under P.L. 86-272;

☐ **(47)** Other apportionment method, see instructions concerning the requirement for approval by the Department (fill in below);

• **B. Separate/Consolidated/Combined Filing.** This return is being filed for:

☒ A single corporation filing a separate return;

☐ An affiliated group of corporations electing to file a consolidated report. **Warning:** such election is binding for four years. If your election was made in a prior year, enter the year of election in line below. (Schedule C required);

• Enter the year of election (YYYY)

☐ An affiliated group of corporations required to file a combined return (Schedule C required);

☐ An affiliated group of corporations required to file a combined return that includes another affiliated, consolidated group (Schedule C required);

Federal Taxable Income

		Round to nearest dollar
1. Federal taxable income from Federal form 1120 line 30 or Form 990-T, Part I, line 11.	• **1**	0 00
2. Federal taxable income of companies not included in this return	• **2**	0 00
3. Net federal taxable income, subtract line 2 from line 1	**3**	0 00

DRAFT 05-07-2026

Name of Corporation (match page 1)	CAN or FEIN (match page 1)
ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR	84-0580665

Additions

4. Federal net operating loss deduction	**4**	41,002	00
5. Colorado income tax deduction	**5**		00
6. Business meals deducted pursuant to section 274(k) of the Internal Revenue Code	**6**		00
7. Other additions, submit explanation	**7**		00
8. Sum of lines 3 through 7	**8**	41,002	00

Subtractions

9. Exempt federal interest	**9**		00
10. Excludable foreign source income	**10**		00
11. Colorado Marijuana and Natural Medicine Business Deduction	**11**		00
12. Other subtractions, explanation required below	**12**		00

Explain:

13. Sum of lines 9 through 12	**13**		00

Taxable Income

14. Modified federal taxable income, subtract line 13 from line 8	**14**	41,002	00
15. Colorado taxable income before net operating loss deduction	**15**	41,002	00

16. Colorado net operating loss deduction: (see instructions)

(a) Colorado net operating losses carried forward from tax years beginning before January 1, 2018	**16(a)**	41,002	00
(b) Subtract line 16(a) from line 15, if zero skip to 16(d)	**16(b)**		00
(c) Colorado net operating losses carried forward from tax years beginning on or after January 1, 2018	**16(c)**		00
(d) Colorado net operating loss deduction, sum of (a) and (c)	**16(d)**	41,002	00
17. Carryforward deduction from Income Tax Year 2021, subtractions from HB21-1002 (see instructions)	**17**		00
18. Colorado taxable income, subtract the sum of lines 16(d) and 17 from line 15	**18**	0	00
19. Tax, 4.4% of the amount on line 18	**19**	0	00

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Name of Corporation (match page 1)	CAN or FEIN (match page 1)
ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR	84-0580665

Credits

20. Sum of nonrefundable credits from DR 0112CR line 27B, the sum of lines 20, 21, 22 and 23 cannot exceed tax on line 19, you must submit the DR 0112CR with your return.	• **20**		00
21. Nonrefundable Enterprise Zone credits used - as calculated, or from the DR 1366 line 26, the sum of lines 20, 21, 22 and 23 cannot exceed tax on line 19, you must submit the DR 1366 with your return.	• **21**		00
22. Nonrefundable CHIPS Zone Credits from the DR 1370 line 22, the sum of lines 20, 21, 22 and 23 cannot exceed line 19, you must submit the DR 1370 with your return.	• **22**		00
23. Strategic capital tax credit from DR 1330 line 8b, the sum of lines 20, 21, 22 and 23 cannot exceed line 19, you must submit the DR 1330 with your return.	• **23**		00
24. Net tax, sum of lines 20, 21, 22 and 23. Subtract that sum from line 19.	**24**	0	00
25. Recapture of prior year credits	• **25**		00
26. Repayment of credit from form DR 0619, lines 4 and 11, you must submit the DR 0619 with your return.	• **26**		00
27. Net Tax, Recapture, and Required Repayment, sum of lines 24, 25, and 26	**27**	0	00
28. Estimated tax, extension payments, and credits	• **28**		00
29. W-2G Withholding from lottery winnings, you must submit the W-2G(s) with your return.	• **29**		00
30. Gross Conservation Easement Credit from the DR 1305G line 33, you must submit the DR 1305G with your return.	• **30**		00
31. Innovative Motor Vehicle and Innovative Truck Credit for a vehicle you purchased or leased from form DR 0617, you must submit the DR 0617(s) with your return.	• **31**		00
32. Business Personal Property Credit: Use the calculation in the DR 0112 instructions to calculate, you must submit a copy of the assessor's statement with your return.	• **32**		00
33. Renewable Energy Tax Credit from form DR 1366 line 28, you must submit the DR 1366 with your return.	• **33**		00
34. SALT Parity Act Credit (see instructions).	• **34**		00
35. Credits for Employee-Owned Businesses. You must submit the certificate from the Office of Economic Development with your return.	• **35**		00
36. Alternative Transportation Options Credit.	• **36**		00
37. Refundable Residential Energy Storage Systems Credit (assigned to you by the building owner) from line 10 of DR 1307, which you must submit with your return.	• **37**		00
38. Heat Pump Credit for Registered Contractors from DR 1322, line 7	• **38**		00
39. Colorado Film Incentive Credit.	• **39**		00
40. Food Accessibility Credit, certified by the Department of Agriculture	• **40**		00
41. Refundable CHIPS Zone Credit(s) from the DR 1370 line 24, you must submit the DR 1370 with your return.	• **41**		00
42. Certified Greenhouse Gas Avoidance Credits, you must submit certificate(s) from the Colorado Energy Office with your return.	• **42**		00
43. Additional credit from form DR 0619, line 3 and 10, you must submit the DR 0619 with your return.	• **43**		00

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Name of Corporation (match page 1)	CAN or FEIN (match page 1)
ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR	84-0580665

44. Electric-Powered Lawn Equipment Credit for qualified retailers.		• **44**		00
45. Aircraft Modification for Unleaded Fuel Credit	• If you are claiming an Aircraft Modification for Unleaded Fuel Credit, enter your FAA supplemental type certificate number.	• **45**		00
46. Apprenticeship Credit		• **46**		00
47. Sum of lines 28 through 46		**47**		00
48. Net tax due. Subtract line 47 from line 27		**48**		00
49. Penalty		• **49**		00
50. Interest		• **50**		00
51. Estimated tax penalty due		• **51**		00
52. Total due. Enter the sum of lines 48 through 51		• **52**		
53. Overpayment, subtract line 27 from line 47		**53**		00
54. Amount from line 53 to carry forward to the next year's estimated tax		• **54**		00
55. Amount from line 53 to be refunded		• **55**		00

Direct Deposit

Routing Number ☐☐☐☐☐☐☐☐☐ Type: ☐ Checking ☐ Savings

Account Number ☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐

The State may convert your check to a one-time electronic banking transaction. Your bank account may be debited as early as the same day received by the State. If converted, your check will not be returned. If your check is rejected due to insufficient or uncollected funds, the Department of Revenue may collect the payment directly from your bank account electronically.

File and pay at: *Colorado.gov/RevenueOnline or*

Mail and Make Checks Payable to: Colorado Department of Revenue
Denver, CO 80261-0006

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250112 51019

DR 0112 (10/03/25)
COLORADO DEPARTMENT OF REVENUE
Tax.Colorado.gov
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Form 112

Name of Corporation (match page 1)	CAN or FEIN (match page 1)
ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR	84-0580665

C. The corporation's books are in care of:

Last Name	First Name	Middle Initial	Phone Number
WILLEMARCK	KATIE		719-472-0300

Address	City	State	ZIP
3115 ACADEMY DRIVE USAF	ACADEMY	CO	80840-4475

D. Business code number per federal return (NAICS)	**E.** Year corporation began doing business in Colorado
• 541800	• 1968

F. Do you want to allow the paid preparer shown below to discuss this return and any related information with the Colorado Department of Revenue? See the instructions. • [X] Yes [ ] No

G. Kind of business in detail
UBI - ADVERTISING

H. Has the Internal Revenue Service made any adjustments in the corporation's income or tax or have you filed amended federal income tax returns at any time during the last four years? • [ ] Yes [X] No

If yes, for which year(s)? (YYYY)

Did you file amended Colorado returns to reflect such changes or submit copies of the Federal Agent's reports? • [ ] Yes [ ] No

Last Name of person or firm preparing return	First Name	Middle Initial
MERZ	DOREEN	

Address of person or firm preparing return	Phone Number
90 S CASCADE AVE SUITE 700	(719) 630-1186

City	State	ZIP
COLORADO SPRINGS	CO	80903

Under penalties of perjury in the second degree, I declare that I have examined this return and to the best of my knowledge is true, correct and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.

Signature or Title of Officer	Date (MM/DD/YY)
CFO	

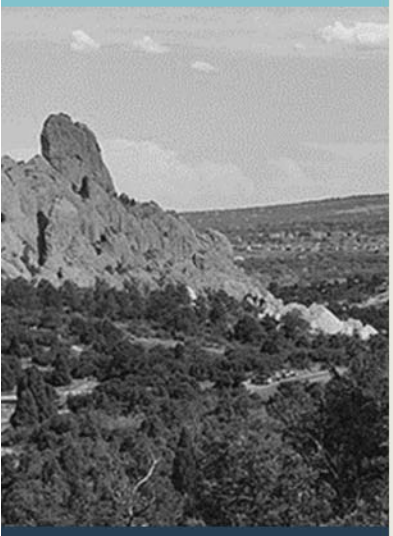
Do Not Submit Federal Return, Forms or Schedules when Filing this Return

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If you are filing this return **with** a check or payment, please mail the return to:	If you are filing this return **without** a check or payment, please mail the return to:
COLORADO DEPARTMENT OF REVENUE Denver, CO 80261-0006	COLORADO DEPARTMENT OF REVENUE Denver, CO 80261-0005

These addresses and ZIP codes are exclusive to the Colorado Department of Revenue, so a street address is not required.

DRAFT



Financial Statements

Association of Graduates of the United States Air Force Academy

As of and For the Year Ended December 31, 2025

sorren CPAs, PC

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ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

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INDEPENDENT AUDITORS' REPORT

The Board of Directors
Association of Graduates of the United States Air Force Academy
Colorado Springs, Colorado

Opinion

We have audited the accompanying financial statements of the Association of Graduates of the United States Air Force Academy (the Association), which comprise the statement of financial position as of December 31, 2025, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Association as of December 31, 2025, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Association and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Association's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Association’s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Report on Summarized Comparative Information

We have previously audited the Association’s 2024 financial statements, and we expressed an unmodified audit opinion on those financial statements in our report dated May 12, 2025. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2024 is consistent, in all material respects, with the audited financial statements from which it has been derived.

Supplemental Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The Schedules of Funds with Donor Restrictions are presented for purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Colorado Springs, Colorado

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ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2025 (with comparative totals for 2024)

	2025	2024
ASSETS		
Cash and cash equivalents	$ 1,332,195	$ 2,149,327
Accounts receivable	562,999	770,800
Investments	59,722,691	51,176,147
Investments – agency	1,713,157	1,425,345
Inventory and prepaid expenses	653,908	630,688
Property and equipment, net	2,590,121	2,888,026
Beneficial interest in trust	64,680,079	59,432,427
TOTAL ASSETS	$ 131,255,150	$ 118,472,760
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable and accrued expenses	$ 1,960,604	$ 979,528
Agency deposits	1,713,157	1,425,345
Deferred revenue	2,491,181	2,776,659
Total liabilities	6,164,942	5,181,532
NET ASSETS		
Without donor restriction:		
Board designated for endowment	6,307,314	5,534,809
Board designated for reserve		1,338,455
Board designated for short term purposes		169,182
Available for operations	35,713,238	30,099,028
Invested in property and equipment	2,590,121	2,888,026
Total without donor restriction	44,610,673	40,029,500
With donor restriction	80,479,535	73,261,728
Total net assets	125,090,208	113,291,228
TOTAL LIABILITIES AND NET ASSETS	$ 131,255,150	$ 118,472,760

See notes to financial statements.

ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED DECEMBER 31, 2025 (with comparative totals for 2024)

	2025			2024		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
SUPPORT AND REVENUE						
Investment income, net	$ 7,668,263	$ 4,647,425	$ 12,315,688	$ 4,824,273	$ 4,001,646	$ 8,825,919
Change in fair value of beneficial interest in trust		5,247,652	5,247,652		2,130,804	2,130,804
Membership dues	982,328		982,328	982,844		982,844
Contributions	167,172	469,139	636,311	215,516	625,857	841,373
Publication and advertising	458,596		458,596	470,696		470,696
Homecoming and reunions	510,013		510,013	430,999		430,999
Merchandise, net of costs of $396,796 and $368,334	464,315		464,315	386,322		386,322
Subsidy and grant from Air Force Academy Foundation	350,000		350,000	419,300		419,300
Royalties	134,864		134,864	128,180		128,180
Other revenue	442,402		442,402	384,092		384,092
Total support and revenue before net assets released from restrictions	11,177,953	10,364,216	21,542,169	8,242,222	6,758,307	15,000,529
Net assets released from restrictions	3,146,409	(3,146,409)		11,377,491	(11,377,491)	
Total support and revenue	14,324,362	7,217,807	21,542,169	19,619,713	(4,619,184)	15,000,529
EXPENSES						
Program services	7,259,891		7,259,891	15,172,323		15,172,323
Supporting services:						
General and administrative	2,483,298		2,483,298	2,251,673		2,251,673
Fundraising				18		18
Total expenses	9,743,189	—	9,743,189	17,424,014	—	17,424,014
CHANGE IN NET ASSETS	4,581,173	7,217,807	11,798,980	2,195,699	(4,619,184)	(2,423,485)
NET ASSETS, Beginning of year	40,029,500	73,261,728	113,291,228	37,833,801	77,880,912	115,714,713
NET ASSETS, End of year	$ 44,610,673	$ 80,479,535	$ 125,090,208	$ 40,029,500	$ 73,261,728	$ 113,291,228

See notes to financial statements.

ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2025 (with comparative totals for 2024)

	2025									2024
	Program Services						Support Services			
	Academy and Other Services	Cost of Publications	Special Events/ Chapter Support	Member Services	Reunions	Program Services Total	General and Administrative	Fundraising	Expenses Total	Expenses Total
Salaries and wages	$ 809,823	$ 538,125	$ 210,785	$ 151,169		$ 1,709,902	$ 1,818,304		$ 3,528,206	$ 3,163,007
Grants	3,007,014					3,007,014			3,007,014	11,315,503
Office and facilities expenses	588,294	201,969	155,444	159,475	$ 16,805	1,121,987	188,616		1,310,603	1,283,670
Social events and meetings	49,087	160	510,388	2,816	45,429	607,880	61,804		669,684	525,194
Professional services	13,420	57,015	2,600		170,775	243,810	251,867		495,677	526,139
Cost of merchandise sold	396,796					396,796			396,796	368,334
Professional printing	14,968	180,081	8,891	18,708	5,895	228,543	2,225		230,768	232,647
Advertising and corporate promotion	51,554	45,257	20,111	22,241		139,163	12,894		152,057	61,413
Postage and shipping	32,129	103,256	1,245	4,927	17	141,574	4,515		146,089	134,452
Insurance and bonding							122,231		122,231	83,827
Employee travel and meals	664	13,391	39,908	282	5,773	60,018	20,842		80,860	98,162
Total expense by function	4,963,749	1,139,254	949,372	359,618	244,694	7,656,687	2,483,298	$ —	10,139,985	17,792,348
Less expenses included with revenues on the statement of activities: Cost of merchandise sold	(396,796)					(396,796)			(396,796)	(368,334)
TOTAL EXPENSES INCLUDED IN THE EXPENSE SECTION ON THE STATEMENT OF ACTIVITIES	$ 4,566,953	$ 1,139,254	$ 949,372	$ 359,618	$ 244,694	$ 7,259,891	$ 2,483,298	$ —	$ 9,743,189	
PERCENTAGE	47%	12%	10%	4%	3%	76%	24%	0%	100%	
COMPARATIVE TOTAL - 2024	$ 12,382,772	$ 990,691	$ 804,048	$ 632,584	$ 362,228	$ 15,172,323	$ 2,251,673	$ 18		$ 17,424,014
COMPARATIVE PERCENTAGE - 2024	71%	6%	5%	4%	2%	88%	12%	0%		100%

See notes to financial statements.

ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2025 (with comparative totals for 2024)

	2025	2024
OPERATING ACTIVITIES		
Change in net assets	$ 11,798,980	$ (2,423,485)
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Net realized and unrealized gains on investments	(7,593,834)	(4,291,586)
Change in fair value of beneficial interest in trust	(5,247,652)	(2,130,804)
Depreciation	510,639	585,893
Contributions restricted for long-term purposes	(469,237)	(625,856)
Changes in operating assets and liabilities:		
Accounts receivable	207,801	(614,796)
Inventory and prepaid expenses	(23,220)	29,616
Accounts payable and accrued expenses	981,076	543,020
Agency deposits	287,812	92,973
Deferred revenue	(285,478)	676,817
Net cash used in operating activities	166,887	(8,158,208)
INVESTING ACTIVITIES		
Purchase of property and equipment	(212,734)	(69,373)
Purchase of investments	(11,647,117)	(16,671,397)
Proceeds from sales of investments	10,406,595	26,254,478
Net cash provided by (used in) investing activities	(1,453,256)	9,513,708
FINANCING ACTIVITIES		
Net cash provided by financing activities— Collection of contributions restricted for long-term purposes	469,237	625,856
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(817,132)	1,981,356
CASH AND CASH EQUIVALENTS, Beginning of year	2,149,327	167,971
CASH AND CASH EQUIVALENTS, End of year	$ 1,332,195	$ 2,149,327

See notes to financial statements.

ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

NOTES TO FINANCIAL STATEMENTS

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization — The Association of Graduates of the United States Air Force Academy (the Association) is an organization serving the youngest of the service academies and its graduates. The Association is chartered to support the ideals, values and heritage of the United States Air Force Academy (the Academy); to encourage exceptional candidates to attend the Academy; to encourage and support fundraising for use in furthering the objectives of the Academy and the Association; to foster camaraderie; and to provide a wide variety of services to graduates, cadets and their parents. The Association is an important conduit for the support that exists throughout the country for the Academy and its mission. It provides the "extra margin of excellence", supporting worthy programs not supported by federal funds.

To ensure observance of any limitations or restrictions placed on the use of resources available to the Association, the financial records of the Association are maintained in accordance with the principles of fund accounting. This is the procedure by which resources for various purposes are classified for accounting purposes into funds established according to their nature and purpose. Separate accounts are maintained for each fund.

Basis of Presentation — The accompanying financial statements include certain prior-year summarized comparative information in total. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with the Associations' financial statements for the year ended December 31, 2024, from which the summarized information was derived. The Association reports information regarding its financial position and activities according to two classes of net assets:

Net assets without donor restrictions: Net assets available for use in general operations not subject to donor restrictions.

Net assets with donor restrictions: Net assets subject to donor-imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

Use of Estimates — The preparation of the financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents — The Association considers all liquid investments with original maturities of three months or less, and which are not held for long term investment purposes, to be cash equivalents. Cash and highly liquid financial instruments held for long term purposes, regardless of original length to maturity, are reported as investments and are excluded from this definition.

Accounts Receivable — Accounts receivable are stated at the invoice amount. Management provides for probable uncollectible amounts through a provision for bad debts and an adjustment to a valuation allowance for credit losses based on its assessment of the current status of individual accounts. Balances that are still outstanding after management has used reasonable collection efforts are written off through a charge to the valuation allowance for credit losses and a credit to accounts receivable. At December 31, 2025 and 2024, management considers all accounts receivable to be fully collectible and, accordingly, there is no valuation allowance.

Investments — Investments are recorded at fair value. Realized and unrealized gains and losses are reflected in the statement of activities. Earnings and losses on investments are recognized as increases or decreases in net assets according to the nature of the restrictions on the original gift. Donated investments are recorded at fair market value on the date of donation. See Note 5 for information on fair value measurements.

Investments – Agency — The Association holds and invests funds on behalf of certain graduate classes of the Academy and other affiliated organizations. These funds are reported at fair value, with a corresponding liability recognized as agency deposits, reflecting the Association’s custodial role rather than ownership of the funds.

Inventories — Inventories consist of items held for sale and are stated at the lower of average cost or net realizable value.

Property and Equipment — Property and equipment are recorded at cost for assets purchased by the Association and at estimated fair value at the date of donation for contributed assets. Depreciation of property and equipment is recorded using the straight-line method over estimated useful lives of 3 to 31½ years. The Association's policy is to capitalize assets costing $5,000 or more with a useful life of one year or more.

Deferred Revenue — Deferred revenue consists of receipts from life memberships, as well as advertising and sponsorship revenues.

In 2022, the Association began granting automatic life memberships to all new graduates. These members receive the same benefits as paid life members, except they pay separately for the printed *Checkpoints* magazine. Paid life members continue receiving the print magazine at no additional cost.

The Association has recorded the present value of providing the magazine to paid members as deferred revenue, amortized over an estimated 55-year life expectancy following graduation.

Revenue Recognition

Membership Dues: Membership dues consist primarily of annual subscriptions to the *Checkpoints* magazine and dues for non-graduates. Revenue is recognized when payment is received.

Any amounts related to future periods are considered immaterial to the financial statements.

Publications and Advertising: Revenue is recognized at a point in time, either upon publication or when advertising is completed.

Homecoming and Reunions: The Association organizes homecoming and reunion events for graduates. Revenue is recognized upon the completion of the event, when the performance obligation is satisfied.

Support and Revenue Recognition — Contributions received are recorded as net assets with or without donor restrictions depending on the existence or nature of any donor restrictions. Support that is restricted by the donor is reported as an increase in net assets without donor restrictions if the restriction expires in the reporting period in which the support is recognized.

All other donor-restricted support is reported as an increase in net assets with donor restrictions depending on the nature of the restriction. When a donor restriction is met, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

Contributed Goods, Services and Facilities — Donated material and equipment are recorded as contributions at their estimated value on the date of receipt. Such donations are reported as unrestricted support unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use, and contributions of cash that must be used to acquire property and equipment, are reported as restricted support. Absent donor stipulations regarding how long those donated assets must be maintained, the Association reports expirations of donor restrictions when the donated or acquired assets are placed in service as instructed by the donor. The Association reclassifies net assets with donor restrictions to net assets without donor restrictions at that time.

Income Taxes — The Association is exempt from federal income taxes under the provisions of §501(c)(3) of the Internal Revenue Code. In addition, the Association qualifies for the charitable contribution deduction. The Association believes that it does not have any uncertain tax positions that are material to the financial statements.

Subsequent Events — The Association has evaluated subsequent events for recognition or disclosure through the date of the Independent Auditors' Report, which is the date the financial statements were available for issuance.

2. LIQUIDITY AND AVAILABILITY

The following table reflects the Association’s financial assets as of December 31, reduced by amounts that are not available to meet general expenditures within one year from the statement of financial position date because of contractual restrictions and board designations.

Amounts not available to meet general expenditures within one year include net assets with donor restrictions and board designated funds as of December 31.

	2025	2024
Cash and cash equivalents	$ 1,332,195	$ 2,149,327
Accounts receivable	562,999	770,800
Investments	59,722,691	51,176,147
Investments - agency	1,713,157	1,425,345
Beneficial interest in trust	64,680,079	59,432,427
Total financial assets	128,011,121	114,954,046
Less amounts unavailable for general expenditures within one year, due to:		
Agency deposits held for other organizations	(1,713,157)	(1,425,345)
Restricted by donors with purpose restrictions	(15,799,456)	(13,829,301)
Beneficial interest in trust	(64,680,079)	(59,432,427)
Total amounts unavailable for general expenditures within one year	(82,192,692)	(74,687,073)
Less amounts unavailable to management without Board's approval:		
Board designated for short term purposes		(169,182)
Board designated for program and support services	(6,307,314)	(6,873,264)
Total amounts unavailable to management without Board's approval	(6,307,314)	(7,042,446)
Total financial assets available to management to meet cash needs for general expenditures within one year	$ 39,511,115	$ 33,224,527

As part of the Association's liquidity management, it has a policy to structure its financial assets to be available to support its operations and the Academy. Earnings from cash and investments, memberships, merchandise sales, an annual grant received from the Air Force Academy Foundation (the Foundation) and other revenue sources, are used to enable the Association to provide a variety of services to current cadets and graduates, and to further its heritage recognition mission.

The Association seeks to maintain financial asset balances that generate income to support its programs. It manages emergency cash reserves and adheres to established investment guidelines and policies. Through quarterly cash flow analysis and careful budgeting, the Association funds its general operations and administers programs in support of the Academy. Cash flow is managed on a rolling one-year cycle, ensuring the Association's ability to meet short-term obligations and maintain operational stability.

3. FUNCTIONAL EXPENSES ALLOCATION METHODS

The financial statements report certain categories of expenses that are attributable to one or more programs or supporting services of the Association. Therefore, many expenses require allocation on a reasonable basis that is consistently applied.

The expenses that are allocated on the basis of estimates of time and effort spent by personnel in the various program and supporting services include payroll and related taxes and benefits, professional services, postage and shipping, and office and facilities expenses. All other expenses are attributed directly to individual projects, each of which is identified to a specific operational function.

4. AGREEMENTS WITH THE AIR FORCE ACADEMY FOUNDATION

Beginning January 1, 2010, the Association and the Air Force Academy Foundation (the Foundation), have operated pursuant to several memorandums of understanding which provided for a collaborative, comprehensive friend-raising and fundraising relationship designed to raise increasing levels of charitable support for the Academy and to better serve the needs of the graduate community.

Effective January 1, 2022, the Association and the Foundation entered into a Cooperative Operating Agreement (COA), initially effective through December 31, 2024. In August 2023, the COA was amended to provide for automatic one-year renewal terms. The agreement may be terminated by either organization with sixty days written notice to the other.

The purpose of the COA is to continue a collaborative, comprehensive friend-raising and fundraising process designed to (1) better serve the graduate community, (2) promote the heritage and value of the Academy and its graduates, and (3) raise increasing levels of philanthropic and charitable support for the Academy.

The COA provides for the following key elements:

- Financial Support — The Foundation will make an annual grant available to the Association. The grant amount will be distributed on an as-needed basis using resources without donor restrictions and within the parameters of the Foundation's Board approved annual budget.
- Shared Leadership — The Association entered into an single employment agreement between the Association and the Foundation. The costs of employment is shared between by both organizations based on individual job description.
- Shared Costs — The Association and the Foundation will continue to provide mutual operating support, including office space, infrastructure support, and other services consistent with past arrangements. At year end, both organizations will evaluate the shared costs and determine whether any remuneration is necessary to ensure an equitable and mutually beneficial cost sharing arrangement.

Pursuant to the 2022 COA, the Foundation awarded annual grants to the Association of $350,000 and $419,300 in 2025 and 2024, respectively. In 2025 and 2024, the Association contributed $332,105 and $10,351,037, respectively, to the Foundation. These contributions were restricted primarily for building and athletic facilities. In 2020, the Association made a pledge to the Foundation in the amount of $701,772 to be paid in annual installments through 2025. The outstanding balance on the pledge was $77,000 as of December 31, 2024, and was paid in full as of December 31, 2025.

During 2024 the Foundation became the single employer of all former Association employees and assumed responsibility for payroll services. Payroll costs were allocated to the Association based on employees' time spent under the COA shared cost agreement. For the year ended December 31, 2025 and 2024, the Association paid the Foundation $3,528,206 and $3,163,007, respectively, in salaries and related costs. As of December 31, 2025 and 2024, the Association owes the Foundation $737,814 and $648,835, respectively.

5. INVESTMENTS AND FAIR VALUE MEASUREMENTS

The Association is required to use a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements).

The three levels of the fair value hierarchy are described below:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the Association has the ability to access.

Level 2: Prices determined using significant other observable inputs. Inputs to the valuation methodology include:

- Quoted prices for similar assets or liabilities in active markets;
- Quoted prices for identical or similar assets or liabilities in inactive markets;
- Inputs other than quoted prices that are observable for the asset or liability; and
- Inputs that are derived principally from or corroborated by observable market data by correlation or other means.

If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

Level 3: Prices determined using significant unobservable inputs.

The fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

The following is a description of the valuation methodologies used for assets measured at fair value. There have been no significant changes in the methodologies used at December 31, 2025.

Partnership Interests: Valued based on the net asset value (NAV) per share. The NAV is used as a practical expedient to estimate fair value. This practical expedient would not be used if it was determined to be probable that the investment would be sold at an amount different from the reported NAV. NAV is based upon the fair value of the underlying investments as determined by fund's management and its underlying investment managers.

The partnership interests are invested in investment funds, limited partnerships, and private investment companies. The fair values of the underlying investments may differ significantly from the values that would have been used had a ready market for the underlying funds existed.

Mutual Funds and Money Market Funds: Valued at quoted market prices.

The fair value of the beneficial interest in trust is based on the fair value of investments as reported by the trust. See Note 7.

The following tables set forth by level, within the fair value hierarchy, the Association's assets stated at fair value as of December 31:

	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Total
2025:				
Investments:				
Mutual funds:				
Domestic equity	$ 24,162,445			$ 24,162,445
International equity	17,571,283			17,571,283
Fixed income	10,697,912			10,697,912
Alternatives	3,846,899			3,846,899
REIT / real estate	2,568,871			2,568,871
Money market	2,588,438			2,588,438
Beneficial interest in trust		$ 64,680,079		64,680,079
Total	$ 61,435,848	$ 64,680,079	$ —	$ 126,115,927
2024:				
Investments:				
Mutual funds:				
Domestic equity	$ 22,753,399			$ 22,753,399
International equity	12,804,397			12,804,397
Fixed income	9,243,742			9,243,742
Alternatives	3,482,577			3,482,577
REIT / real estate	2,783,915			2,783,915
Money market	1,442,459			1,442,459
Beneficial interest in trust		$ 59,432,427		59,432,427
Total investments in the fair value hierarchy	$ 52,510,489	$ 59,432,427	$ —	111,942,916
Investments measured at net asset value				91,003
Total				$ 112,033,919

Assets measured at fair value are included in the following line items on the statement of financial position as of December 31:

	2025	2024
Beneficial interest in trust	$ 64,680,079	$ 59,432,427
Investments	59,847,691	51,176,147
Investments - agency	1,588,157	1,425,345
Total	$ 126,115,927	$ 112,033,919

There are no unfunded commitments related to the investments measured at net asset value. The following table summarizes investments measured at net asset value per share as of December 31, 2024:

	Redemption Fair Value	Redemption Frequency	Notice Period
Phoenix Global Real Estate Fund LP	$ 91,003	On the last day of any quarter, after 3 years	In liquidation

Phoenix Global Real Estate Fund L.P. (Phoenix Global): The Phoenix Global investment strategy is to provide long-term growth of capital through investments in portfolios concentrated in real estate and real estate related interest through various strategies. The Phoenix Global fund is in liquidation.

Included in total investments is an investment of $91,003 that was in liquidation as of December 31, 2024. Final liquidation of the investment occurred during the year ended December 31, 2025. Accordingly, these amounts may not be readily redeemable for cash and may not be fully recoverable.

Net investment income was composed of the following for the years ended December 31:

	2025	2024
Net realized and unrealized gains	$ 7,593,834	$ 4,291,586
Distributions of income from trust	2,998,600	2,871,000
Interest and dividends	1,726,197	1,675,515
Investment management and custodial fees	(2,943)	(12,182)
Investment income, net	$ 12,315,688	$ 8,825,919

6. PROPERTY AND EQUIPMENT

Property and equipment consists of the following at December 31:

	2025	2024
Buildings and improvements	$ 11,169,194	$ 10,889,662
Equipment	2,660,741	3,219,719
Construction in process		244,725
Total	13,829,935	14,354,106
Less accumulated depreciation	(11,239,814)	(11,466,080)
Total	$ 2,590,121	$ 2,888,026

Depreciation expense was $510,639 and $585,893 during the years ended December 31, 2025 and 2024, respectively.

7. BENEFICIAL INTEREST IN TRUST

The Association is a beneficiary of the Dorothy and Joseph Moller Foundation Trust (the Trust), whose principal is to be held in perpetuity. The Trust's assets are managed by the Trustee and consist of money market funds, domestic and international equity securities, and fixed income securities. Annual distributions are made from the Trust.

The Association records its interest in the Trust at the fair value of the underlying assets, as determined by quoted market prices and other observable information, as reported by the Trustee. As of December 31, 2025 and 2024, the Association's share of the fair value of the Trust was $64,680,079 and $59,432,427, respectively.

The Association received distributions from the Trust of $2,998,600 and $2,871,000 during the years ended December 31, 2025 and 2024, respectively, which are included as investment income in the accompanying statement of activities. Additionally, the Association recognized gains on change in fair value of the Trust of $5,247,652 and $2,130,804 for the years ended December 31, 2025 and 2024, respectively.

8. LETTER OF CREDIT

At December 31, 2025 and 2024, the Association has a $6,000,000 letter of credit from a bank with no outstanding balance. The letter of credit matures on December 16, 2026. The bank requires the Association to maintain a ratio of the letter credit obligation to the Associations' asset balance of 1 to 0.7 or 142% in the form of cash or securities as collateral for the letter of credit. The purpose of the letter of credit is to provide security on bonds purchased by third parties which funded a construction project on the Academy campus.

9. LEASE OF PROPERTY

The Association leases approximately 23 acres of land at the Academy from the Department of the Air Force. This land is the site of the Association's administrative office building. The current lease, entered into in March 2023, has a term of 50 years and is provided at no cost to the Association.

Due to the non-commercial, governmental nature of the lease and the absence of a determinable fair value, the Association has not recognized an in-kind contribution, corresponding expense, or right-of-use asset for the value of the lease.

10. BOARD DESIGNATED NET ASSETS

Board designated net assets consists of the following at December 31:

	2025	2024
The Francis C. Bennett Soaring Margin of Excellence Fund is designated to provide funds to support the Soaring program of the Academy. No additional funds were designated for this purpose during the year ended December 31, 2025.	$ 5,512,511	$ 4,766,530
The AOG Heritage and Initiatives Preservation Fund is designated to provide maintenance funds for properties on land leased to the AOG, to fund planning needs for future heritage programs, and to support potential donor heritage initiatives. No additional funds were designated for this purpose during the year ended December 31, 2025.	710,657	695,226
The Graduate Engagement Fund is designated to fund new and/or improve current graduate engagement initiatives to allow the Association of Graduates to better achieve its mission of providing leadership, communication and support to all Academy graduates and friends of the Academy and promote camaraderie among them. No additional funds were designated for this purpose during the year ended December 31, 2025.	84,146	73,053
The Board Designated AOG Reserve Fund was established to provide emergency support to AOG operations when other funds might not be readily available. A separate investment security was bought during the year ended June 30, 2018, and reflects the value of the reserve. This designation was removed during the year ended December 31, 2025.		1,338,455
Board designated funds for short term purposes. During the year ended December 31, 2025; the funds were used for the designated purpose.		169,182
Total	$ 6,307,314	$ 7,042,446

11. NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions may be expended for the following purposes at December 31:

	2025	2024
Time restrictions	$ 64,680,079	$ 59,432,427
Endowment funds	7,364,429	6,920,034
Program and support services	6,112,871	4,418,883
Building maintenance and improvements	2,322,156	2,490,384
Total	$ 80,479,535	$ 73,261,728

Net assets with donor restrictions include endowment fund assets to be held indefinitely. The income from the assets can be used for future needs of the Association.

12. ENDOWMENT FUNDS

The Association's endowment funds are restricted for the purpose of supporting the operations of the Association. As required by generally accepted accounting principles, net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions. The State of Colorado has adopted the Uniform Prudent Management of Institutional Funds Act (UPMIFA). The act provides statutory guidance for management investment and expenditure of endowment funds held by not-for-profit organizations. The Association has interpreted UPMIFA as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary.

As a result of this interpretation, the Association classifies as permanently restricted net assets (a) the original value of gifts donated to the permanent endowment, and (b) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the Association in a manner consistent with the standard of prudence prescribed by UPMIFA. In accordance with UPMIFA, the Association considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

1) The duration and preservation of the fund
2) The purposes of the Association and the donor-restricted endowment fund
3) General economic conditions
4) The possible effect of inflation and deflation
5) The expected total return from income and the appreciation of investments
6) Other resources of the Association
7) The investment policies of the Association

Endowment net asset composition by type of fund as of December 31 is as follows:

	Without Donor Restriction	With Donor Restriction	Total
2025:			
Donor-restricted endowment funds:			
Portion to be held in perpetuity		$ 4,808,267	$ 4,808,267
Accumulated gains		2,556,162	2,556,162
Board-designated endowment funds	$ 6,307,314		6,307,314
Total funds	$ 6,307,314	$ 7,364,429	$ 13,671,743
2024:			
Donor-restricted endowment funds:			
Portion to be held in perpetuity		$ 4,718,984	$ 4,718,984
Accumulated gains		2,201,050	2,201,050
Board-designated endowment funds	$ 5,534,809		5,534,809
Total funds	$ 5,534,809	$ 6,920,034	$ 12,454,843

Changes in endowment net assets for the years ended December 31 are as follows:

	Without Donor Restriction	With Donor Restriction	Total
2025:			
Endowment net assets, Beginning of year	$ 5,534,809	$ 6,920,034	$ 12,454,843
Net investment income	744,095	957,728	1,701,823
Contributions		101,337	101,337
Board designation of net assets without donor restriction	28,410		28,410
Appropriation of endowment assets for expenditures		(614,670)	(614,670)
Endowment net assets, End of year	$ 6,307,314	$ 7,364,429	$ 13,671,743
2024:			
Endowment net assets, Beginning of year	$ 5,106,864	$ 6,390,519	$ 11,497,383
Net investment income	462,633	658,782	1,121,415
Contributions		38,423	38,423
Board designation of net assets without donor restriction	(34,688)		(34,688)
Appropriation of endowment assets for expenditures		(167,690)	(167,690)
Endowment net assets, End of year	$ 5,534,809	$ 6,920,034	$ 12,454,843

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level that the donor or UPMIFA requires the Association to retain as a fund of perpetual duration. There were no such deficiencies of this nature as of December 31, 2025.

The Association has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that the Association must hold in perpetuity or for a donor-specified period as well as board-designated funds.

Under this policy the endowment assets are invested in a manner that is intended to produce maximum results while assuming a moderate level of investment risk. The Association expects its endowment funds, over time, to provide a rate of return sufficient to keep pace with the rate of inflation. Actual returns in any given year may vary from this amount.

13. EMPLOYEE RETIREMENT PLAN

The Association makes matching contributions to the Foundation's qualified 401(k) profit sharing plan (the Plan) as part of the single employer model. Matching contributions are allocated in the same manner as salaries and payroll taxes between the organizations.

The Plan covers all employees who are at least 21 years of age and have completed one month of service. Employees may make contributions to the plan up to the maximum amount allowed by the Internal Revenue Code.

The plan is a safe harbor matching plan. The Organization matches 100% of employee contributions up to 6% of annual compensation. The Association made contributions of $129,613 and $124,296 for the years ended December 31, 2025 and 2024, respectively.

14. SIGNIFICANT CONCENTRATIONS

The Association invests in investment securities which are exposed to various risks such as interest rate, market and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investments will occur in the near term and that such changes could materially affect the recorded amount of investments in the Association's financial statements.

DRAFT

ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

SUPPLEMENTAL SCHEDULES

ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

SCHEDULE OF FUNDS WITH DONOR RESTRICTIONS – NON-ENDOWMENT
FOR THE YEAR ENDED DECEMBER 31, 2025

	Beginning Balance	Contributions and Reclassification	Investment Earnings and Trust Distributions	Total Revenue	Expenses and Transfers	Grants and Allocations	Ending Balance
Nutter Fund	$ 128,035	$ 9,979		$ 9,979			$ 138,014
Cadet Enrichment	582,102	308,969		308,969		$ (144,997)	746,074
Superintendent Fund	122,740		$ 59,972	59,972		(1,020)	181,692
Supt-Other Discretionary Fund	1,678,001		2,938,628	2,938,628		(2,219,431)	2,397,198
DFAS (Astro Dept)	7,732						7,732
Wing Open boxing	1,368						1,368
Tony M. Johnson	2,868						2,868
Academics General - License Plates	14,700	7,100		7,100		(7,002)	14,798
AOG SEA Plaques and Memorials	9,309						9,309
Class Ring Purchase Assistance	4,131						4,131
Class Gift of '02	51						51
Class Gift of '60	969						969
Class Gift of '61	3,054						3,054
Class Gift of '64	37,672						37,672
Class Gift of '65	4,114						4,114
Class Gift of '66	49,901				$ 100		50,001
Class Gift of '68	12,405						12,405
Class Gift of '69	6,572						6,572
Class Gift of '72	921				6,000		6,921
Class Gift of '74	20,000						20,000
Class Gift of '76	9,774						9,774
Class Gift of '77	10,506						10,506
Class Gift of '78	9,053						9,053
Class Gift of '81	71,742						71,742
Class Gift of '83	1,762						1,762
Class Gift of '84	16,753						16,753
Class Gift of '85	20,732						20,732
Class Gift of '87	1,564						1,564
Class Gift of '88	14,753						14,753

(Continued)

ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

SCHEDULE OF FUNDS WITH DONOR RESTRICTIONS – NON-ENDOWMENT
FOR THE YEAR ENDED DECEMBER 31, 2025

	Beginning Balance	Contributions and Reclassification	Investment Earnings and Trust Distributions	Total Revenue	Expenses and Transfers	Grants and Allocations	Ending Balance
Class Gift of '89	5,154						5,154
Class Gift of '90	20,195						20,195
Class Gift of '91	103,900						103,900
Class Gift of '92	92,702						92,702
Class Gift of '94	1,100						1,100
Class Gift of '95	163						163
Class Gift of '96	850						850
Kruzel Defense Policy	34,986		5,387	5,387	(302)		40,071
Falcon Foundation	244,992		36,499	36,499	(2,028)	(10,175)	269,288
Falcon Foundation Ackerman	473,501		70,543	70,543	(3,920)	(19,665)	520,459
Admissions - Hennek	71,448		11,000	11,000	(616)		81,832
Football - Hennek	82,001		12,626	12,626	(707)		93,920
LaCrosee and Fencing	46,962		7,231	7,231	(405)		53,788
Storyteller Exhibit Maintenance Endowment	114,144		17,575	17,575	(985)		130,734
Falcon Heritage Forum Keynote Speaker	134,616		20,727	20,727	(1,161)		154,182
Falcon Heritage Forum Travel	67,803		10,440	10,440	(585)		77,658
Class of 65 endowment	190,319		29,304	29,304	(1,642)		217,981
Character - Schlossberg	364,189		56,075	56,075	(3,142)		417,122
Character - Moore	80,368		12,374	12,374	(693)		92,049
Character - West	213,597		32,888	32,888	(1,843)		244,642
ACES Program	63,847		9,831	9,831	(551)		73,127
Honor Education - Class of '75	206,407		31,781	31,781	(1,781)		236,407
Contrails - Class of '75	247,319		36,466	36,466	(2,028)	(12,500)	269,257
Roslyn Schulte Character/Leadership	118,638	1,314	18,421	19,735	(1,033)		137,340
Class of '80 Excellence in Ethics	178,020		27,410	27,410	(1,536)		203,894
Joseph D. Helton Memorial Award	465		3	3	(2)	(466)	
O'Malley Award	43,462		5,915	5,915	(321)	(6,468)	42,588
Character - AOG	184,131		28,351	28,351	(1,589)		210,893
Class of '80 Oral History/Cadet CLD Fund	279,901		42,329	42,329	(2,259)	(20,000)	299,971
Chuck Bush Memorial Fund	8,210		1,264	1,264	(71)		9,403

(Continued)

ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

SCHEDULE OF FUNDS WITH DONOR RESTRICTIONS – NON-ENDOWMENT
FOR THE YEAR ENDED DECEMBER 31, 2025

	Beginning Balance	Contributions and Reclassification	Investment Earnings and Trust Distributions	Total Revenue	Expenses and Transfers	Grants and Allocations	Ending Balance
AOG Class of 2023 Legacy Program	8,962		1,380	1,380	(77)		10,265
Soaring Margin of Excellence	5,000						5,000
CGA - Coleman	4,709	3,790	1,593	5,383	(10,092)		
AOG Heritage Initiatives and Preservation Fund	186,569		133,688	133,688	(15,275)	(41,472)	263,510
USAFA Class of 1973 LBLE	187,353	36,650	29,997	66,647			254,000
Beneficial Interest in Moller Trust	59,432,427		5,247,652	5,247,652			64,680,079
Total	$ 66,341,694	$ 367,802	$ 8,937,350	$ 9,305,152	$ (48,544)	$ (2,483,196)	$ 73,115,106

(Concluded)

ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

SCHEDULE OF FUNDS WITH DONOR RESTRICTIONS – RESTRICTED ENDOWMENT
FOR THE YEAR ENDED DECEMBER 31, 2025

	Beginning Balance	Contributions and Reclassification	Investment Earnings	Expenses and Transfers	Grants and Allocations	Ending Balance	Portion to be Held in Perpetuity
General Ira C. Eaker Endowment for Defense Policy Lecture Series	$ 141,856		$ 19,558	$ (750)		$ 160,664	$ 67,169
Frank E. & H. E. Hedrick Endowment for Cadet and Faculty Enrichment	279,289		38,901	(2,370)	$ (1,188)	314,632	151,524
Dr. Henry Kissinger Endowment for National Security Studies	46,205		6,295	(392)		52,108	20,058
John K. Gerhart Scholarship for French Study	541,893		74,161	(4,490)	(15,215)	596,349	278,658
Donald R. Backlund Endowment for USAFA Military Symposium	26,098		3,568	(222)		29,444	11,725
Roger Stringer Award for Outstanding Cadet in Intercollegiate Speech	26,489		3,611	(225)		29,875	11,550
Henry S. Walker Endowment for POW Museum	60,573		7,859	(511)		67,921	13,695
Col. Franklin C. Wolfe Humanities Scholarship	58,522		8,373	(481)	(2,463)	63,951	43,511
WWI Overseas Flyers - American Aviation in WWI	72,129		9,284	(608)		80,805	13,957
Cadet Leadership Enrichment	303,058		41,737	(2,577)		342,218	145,853
A.J. Mione Cadet Award for Outstanding Physics Research	50,138		6,758	(425)		56,471	19,435
Graduate Dependent Scholarship	94,158	$ 2,233	14,484	(812)		110,063	102,963
Joseph A. Reich, Sr. Lecture Series	160,702		22,255	(1,319)	(6,484)	175,154	91,557
305th Bombardment Group Memorial Association - Leadership Education	160,288		22,008	(1,362)		180,934	75,020
Richard Lawson - Award for Outstanding Cadet in Communications	314,243		45,267	(2,593)	(12,500)	344,417	219,550
Jerry C. Lindh - Cadet Honor Awards	24,060		3,230	(204)		27,086	8,898
Ross A. LaTorra - Men's Rugby	19,273		1,318	(77)	(20,514)		
Computer Science Department Awards	14,291		2,014	(122)		16,183	8,338
Warren Sneed - Wings of Blue Jump Team	48,297	200	6,838	(414)		54,921	28,442
General Kenneth L. Tallman - Liaison Officer Service Awards	11,104	50	1,668	378	(39)	13,161	13,583
General & Mrs. L.I. Davis - Astronautics Community Projects	69,939		9,362	(578)		78,723	32,676

(Continued)

ASSOCIATION OF GRADUATES OF THE UNITED STATES AIR FORCE ACADEMY

SCHEDULE OF FUNDS WITH DONOR RESTRICTIONS – RESTRICTED ENDOWMENT
FOR THE YEAR ENDED DECEMBER 31, 2025

	Beginning Balance	Contributions and Reclassification	Investment Earnings	Expenses and Transfers	Grants and Allocations	Ending Balance	Portion to be Held in Perpetuity
Graduate and Non-Graduate Awards	117,880		16,237	(1,002)		133,115	57,084
Laura A. Piper - Squadron Award	3,754		729	(46)		4,437	2,235
Class of '62 - Academy and AOG Projects	49,582		6,716	(413)		55,885	24,470
Robert B. Spear - Men's Basketball Player Award	23,524		3,334	(212)		26,646	8,535
William R. Grace - Maintenance of the Sand Volleyball Court	31,030	500	4,533	(266)		35,797	23,741
William F. Goodner - Biology Teaching Excellence	22,741		3,078	(192)		25,627	9,805
Pace Weber - Outstanding Men's Lacrosse Player Award	11,609		1,596	(100)		13,105	4,900
Kenneth Thiele - Graduate History Scholarship	37,230		4,993	(316)		41,907	13,628
William Heiser - Senior Faculty Teaching Award	41,160		5,675	(350)		46,485	20,000
Q. C. Snyder - Management Department Support	5,062		705	(43)		5,724	2,700
Richard Buschmann - Graduate Dependent Scholarship	16,238		2,315	(139)		18,414	10,345
Class of '74 - Award for Character Development	42,024		5,827	(358)		47,493	21,500
Class of '59 - NCLS Keynote Speaker	157,172		22,393	(1,342)	(2,000)	176,223	101,000
Powell Family Endowment	17,793		2,495	(152)		20,136	10,000
Tober Family - Astronautics Programs	480,483		66,403	(4,087)		542,799	238,615
Peter Brown - Summer Research Institute	30,202		4,174	(257)		34,119	15,000
Harold Gilbert Character/Leadership Endowment	209,854	25,000	32,519	(1,992)		265,381	149,328
Building Operations and Maintenance	2,490,384		331,498	(181,354)	(318,370)	2,322,158	2,167,516
Long Blue Line Endowment	609,707	73,354	93,959	(23,122)		753,898	569,703
Total	$ 6,920,034	$ 101,337	$ 957,728	$ (235,897)	$ (378,773)	$ 7,364,429	$ 4,808,267

(Concluded)

MONITORING REPORT

DATE: 24 July 2026
POLICY TYPE: Executive Limitations
POLICY NUMBER: 2.5
POLICY TITLE: Asset Protection
POLICY DESCRIPTION: **The CEO shall not allow the assets of the AOG to be unprotected, inadequately maintained or unnecessarily risked. Accordingly, he or she may not:**

1. **Fail to insure:**

   a. **against theft and casualty losses to at least replacement value, and**

   b. **against liability losses to Board members, staff and the organization itself in an amount at least equal to the average for comparable organizations.**

REPORT:
The AOG maintains a comprehensive set of insurance policies which provide protection against theft and casualty losses; the current policy covers the calendar year. The current year coverage for Doolittle Hall and surrounding area (including the Southeast Asia Memorial Pavilion and Plaza of Heroes) is $15.9 million. Additionally, the AOG maintains a Directors and Officers policy in the amount of$4.0 million, Employment Practices Liability coverage of $4.0 million, and Fiduciary Liability Insurance of $1.0 million, which are all sufficient coverage for an organization of our size. The AOG also maintains an umbrella liability policy of $9.0 million, business auto liability and calendar year workers compensation coverage of $1.0 million each, and a general liability policy (aggregate) of $1.0 million. Our Cyber Insurance coverage is $3.0 million to cover incident response, digital data recovery, network extortions, and payment card loss.

2. Allow unbonded personnel access to material amounts of funds or fail to insure against employee theft and dishonesty.

REPORT:
The AOG employee theft and dishonesty policy has coverage of $3 million for the new coverage year and provides protection to the organization for acts of theft by AOG employees; forgery and alteration of documents, computer fraud, credit card fraud, and other liabilities. Additionally, our internal operating and control policies provide for appropriate segregation of duties and responsibilities that ensure the proper handling for cash and credit card data.

3. Subject facilities and equipment to improper wear and tear or insufficient maintenance.

REPORT:
The AOG has a facilities staff who maintain our building. The organization, by direction of the Board, established and funded a Heritage Initiatives and Preservation Fund that provides for

the purchase of equipment and payment for services incurred to maintain all areas of the constructed and leased property, excluding Doolittle Hall. When needed, maintenance assets and equipment are purchased, and upkeep and upgrade operations are conducted regularly to maintain the property.

4. Unnecessarily expose the AOG, its Board or staff to claims of liability.

REPORT:
As previously mentioned, the AOG maintains Directors and Officers, Employment Practices and other insurance coverage to mitigate exposure for the organization. Our internal operating procedures, human resource policies and our building use and maintenance procedures are developed and designed to provide a reasonable, commonly accepted and legal approach to conducting our business. Additionally, issues of a questionable nature which may affect the AOG's legal liability are referred to available legal counsel for an appropriate opinion, when necessary.

5. Make any purchase:

a. **wherein normally prudent protection has not been given against conflict of interest**

REPORT:
The AOG has a Conflict-of-Interest policy which requires Directors and Officers to disclose any conflicts or affirm that no conflict exists. This policy is executed on an annual basis, and Directors and Officers are required to update the disclosure in the event an occasion arises that would create a potential conflict of interest. The Employee Handbook, given to and acknowledged by all employees, also states the organization's policy regarding employee conflicts of interest.

b. **of over $50,000 without having obtained comparative prices and quality**

REPORT:
All major purchases for the organization are approved by both the CEO and the CFO. Organization policy requires the submission of three qualified estimates or bids, when possible, for purchases in excess of $50,000.

6. Fail to protect intellectual property, information and files from loss or significant damage, in accordance with commonly accepted business practices.

REPORT:
The AOG maintains electronic files which are backed up regularly to cloud storage service. Additionally, internal hard copy files are kept in a central location, and are locked, with limited access, during off duty hours.

7. Fail to inventory and maintain physical property with safeguards to minimize/prevent loss, damage or theft.

REPORT:
Merchandise for sale is inventoried and kept under lock and key in a designated storage area with limited and controlled access. Additionally, a detailed inventory of all fixed assets is

maintained in our accounting software.

8. Receive, process, or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.

REPORT:
Counter cash for merchandise is balanced daily with the assistance of the Customer Service staff, a cash requirements list is approved by the Senior Director for Finance prior to printing and disbursing of checks, and transfers of operating funds to Schwab, our investments custodian, are approved in writing by two senior staff members before being authorized for transmittal. Petty cash is sparingly used and is kept locked in a hardened steel safe during the day and after hours.

9. Endanger the AOG's public image or credibility.

REPORT:
All employees on staff have received a copy of the current Employee Handbook which outlines employee responsibilities to the organization, in fact and in appearance.

10. Change the organization's name or substantially alter its identity.

REPORT:
In its meeting on October 18, 2024, the Association of Graduates board of directors approved a new brand and identity, including use of a shared brand with the Air Force Academy Foundation. Though the shared brand makes use of the name U.S. Air Force Academy Association & Foundation, the Association of Graduates' name remains the organizational identity, and the brand captures the mission and purpose of the AOG.

Status: In Compliance

MONITORING REPORT

DATE:	24 July 2026
POLICY TYPE:	Executive Limitations
POLICY NUMBER:	2.6
POLICY TITLE:	Investment Management
POLICY DESCRIPTION:	**The CEO will not fail to invest in accordance with the current Board-approved Financial Management and Investment Policy (FMIP).**

REPORT:
Investments are compliant with the approved FMIP. The Chief Financial Officer invests operating capital and other required liquid funds in a US Treasury fund or other high-quality money market fund, as required by the FMIP.

Status: In Compliance

MONITORING REPORT

DATE: 24 July 2026
POLICY TYPE: Executive Limitations
POLICY NUMBER: 2.13
POLICY TITLE: Annual Audit Report
POLICY DESCRIPTION: **The CEO will not fail to immediately address major findings in the annual audit report.**

REPORT:
There were no significant or unusual transactions or significant accounting policies in controversial or emerging areas identified in the audit of the fiscal year 2025 financial statements. The auditors issued an unmodified report on our 2025 financial statements. Additionally, the organization's 990 was prepared and filed on time.

Compliance Status: **In Compliance**

MEMORANDUM FOR THE BOARD OF DIRECTORS

FROM: Mark Hille, Chief Executive Officer

SUBJECT: Evaluation of Board Motion - Cadet Constitutional Distribution

Pursuant to the Board's April 2026 directive, I have evaluated the feasibility of distributing a customized version of the U.S. Constitution and the Declaration of Independence to the Cadet Wing.

Academy leadership has confirmed that constitutional education is already embedded in the core curriculum (specifically via Law 220, PolSci 211, and the four-year officership sequence) and will be further enhanced with proposed changes to the Academic enterprise and course of study. To reinforce this institutional strength without duplicating effort, I submit the following three Courses of Action (COAs):

COA 1: Integration into Contrails

Concept: Include the full text of the U.S. Constitution and the Declaration of Independence within Contrails, the annual cadet handbook funded by an endowment held by the AOG, contributed by the Class of 1975. A letter from the legacy class is embedded in Contrails and could include specific mention of the U.S. Constitution and the Declaration of Independence.

Cost: No additional cost.

Timeline: Contrails is finalized for printing in March. Integration of the U.S. Constitution and Declaration of Independence could be implemented for the Class of 2031.

Strategic Advantage: Capitalizes on an existing, essential publication that every fourth class cadet carries daily. Requires no separate distribution approvals from the Academy staff.

COA 2: Standalone Customized Pocket Document

Concept: Produce a separate, pocket-sized booklet containing both documents, featuring a customized Association and Foundation branded cover and an integrated CEO cover letter.

Cost: Estimated at $5,000 to $8,000 for a full Wing-wide distribution (~4,400 copies), or $1,500 to $2,500 annually if sustained only for incoming classes (~1,100 copies).

Timeline: Requires design, printing, and formal approval if issued to cadets. Realistically available starting with the incoming Class of 2031.

Strategic Advantage: Provides a distinct, high-quality keepsake, but requires securing specific approval from the Academy if it will involves mandatory distribution.

COA 3: Continued Support of the Academy Oath Project

Concept: Maintain our current, robust support of the Academy Oath Project, which explicitly connects cadets to their constitutional obligations. Created by cadets for cadets, the AOP strives to educate and train all cadets on the Oath of Office and civil-military relations norms to foster a deeper understanding of military service in a democracy.

Cost: Currently funded through existing restricted gifts to the Air Force Academy Foundation.

Timeline: Ongoing.

Strategic Advantage: This program is already underway, is cadet-led and remains a funding opportunity for donors in compliment to other initiatives.

CEO Recommendation

I recommend execution of COA 1 and reaffirm our commitment to COA 3 thru Foundation fundraising efforts. Together, these options provide an immediate, cost-effective, and highly integrated solution that places the Constitution directly into the hands of every entering cadet.

Furthermore, I recommend we defer action on COA 2 at this time. Once the incoming Academy leadership is fully established, I will gauge their specific interest in a standalone document and provide an updated assessment regarding its feasibility for the Class of 2031.

Financial Statements
For the fiscal year to date through June 30, 2026
Management Discussion and Analysis

Statement of Financial Position (Page 2)
The enclosed financial results for the fiscal year-to-date through June 30, 2026, were prepared in accordance with generally accepted accounting principles (GAAP).

The total assets of the organization were $138.8 million, an increase of approximately $14.8 million from 2025. The primary reason for the increase is market growth over past year in both investments and beneficial interest, which is also the primary contributor to the growth of net assets. Cash and cash equivalents increased by $1.2 million as we received the June 2026 Moller Trust distribution at the end of June.

Liabilities have increased $270 thousand related to timing of accounts payable and growth of our agency funds for reunions, as we have more reunions in 2026.

Operating Statement of Activities (Page 3)
Overall, we have a net surplus of $5 million for the fiscal year to date market growth in 2026. We have an operating deficit of $905 thousand which is nearly on budget.

Revenues (Highlights Page 3)

- Overall revenue is higher than budgeted by $209 thousand primarily due to an unbudgeted restricted gift from the Foundation being used to support the Engagement Roadshow. Additionally, reunion and event revenue are showing ahead of budget however, this is budget timing.

Expenses (Highlights Page 3)

- Overall, expenses are higher than budget by $236 thousand due to four main factors, 1) personnel cost budget timing 2) professional fees unbudgeted expenses for bank fees and off cycle reunion costs 3) unbudgeted event costs including Appointee and Family Welcome Day and 4) additional purchases of merchandise to support increased online sales.

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Operating Statement of Financial Position

As of June 30
(Unaudited)

Assets		**2026**	**2025**	**$ Variance**
Cash and Cash Equivalents		$ 1,720,186	$ 508,237	$ 1,211,948
Merchandise Inventory		433,268	469,503	(36,235)
Pledges and Accounts Receivable		48,630	217,679	(169,049)
Prepaid Expenses and Other		224,821	204,794	20,027
Total Current Assets		**2,426,906**	**1,400,214**	**1,026,692**
Investments		66,987,034	57,926,824	9,060,210
Beneficial Interest in Trust		66,933,643	61,954,858	4,978,785
Fixed Assets	13,840,942			-
Less: Accumulated Depreciation & Amortization	(11,386,325)	2,454,617	2,751,309	(296,692)
Total Assets		***$ 138,802,199***	***$ 124,033,205***	***$ 14,768,994***
Liabilities				
Accounts and Other Payables		$ 258,257	$ 106,809	$ 151,449
Agency Deposits		1,907,736	1,639,441	268,295
Deferred Income and Unearned Life Memberships		2,183,011	2,442,538	(259,527)
Intercompany Payable (Receivable)		335,494	281,302	54,192
Other Liabilities		312,101	256,231	55,871
Total Liabilities		**$ 4,996,599**	**$ 4,726,320**	**$ 270,279**
Net Assets				
Unrestricted - AOG Operating Reserve			$ 1,338,455	$ (1,338,455)
Unrestricted-designated - for Short-term Purposes			169,182	(169,182)
Unrestricted-designated - for Endowments		6,258,708	5,534,808	723,900
Invested in Property and Equipment		2,454,617	2,751,309	(296,692)
Unrestricted-undesignated		40,281,196	32,708,450	7,572,747
Total Without Donor Restrictions		***48,994,521***	***42,502,203***	***6,492,318***
With Donor Restrictions		84,811,080	76,804,682	8,006,397
Total Net Assets		***133,805,601***	***119,306,886***	***14,498,715***
Total Liabilities and Net Assets		***$ 138,802,199***	***$ 124,033,205***	***$ 14,768,994***

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Operating Statement of Activities

For the Year to Date ended June 30, 2026
(Unaudited)

	YTD Actual	YTD Budget	Variance	PY YTD
Revenues				
Donations and Contributions	$ 116,528	$ 2,300	$ 114,228	$ 2,901
In-Kind Contributions	62,183	54,667	7,517	30,595
Membership Dues	419,557	413,750	5,807	434,071
Merchandising	436,847	419,656	17,191	373,219
Member Services	4,400	12,000	(7,600)	9,950
Advertising and Sponsorships	396,818	406,568	(9,750)	271,705
Reunion Services	46,713		46,713	
Administration Fees	40,978	35,360	5,618	34,468
Conferences	64,557	48,000	16,557	80,887
Royalties	3,417	12,000	(8,583)	63,335
Football Tickets and Tailgates	1,515		1,515	360
Activities and Social Events	64,482	30,024	34,458	40,405
Miscellaneous Income	18,813	3,969	14,844	3,154
Transfers from/(to) Restricted Funds		30,000	(30,000)	49,748
Operating Reserve Support	862,500	862,500	-	-
Total Revenues	**$ 2,539,308**	**$ 2,330,793**	**$ 208,515**	**$ 1,394,798**
Operating Expenses				
Salaries and Wages	$ 1,436,862	$ 1,373,481	$ 63,380	$ 1,194,488
Payroll Taxes	121,530	118,123	3,407	103,370
Benefits	208,782	217,431	(8,649)	202,847
Grants	10,000		10,000	
Board Governance Costs	18,431	36,100	(17,669)	42,651
Professional Services	209,832	143,001	66,832	102,196
Professional Printing	130,085	115,740	14,345	111,058
Postage and Shipping	76,487	73,064	3,423	62,793
Merchandise Cost of Sales	219,907	188,359	31,548	176,028
Insurance and Bonding	83,460	69,040	14,420	67,465
Employee Travel and Meals	67,463	45,375	22,088	25,402
Social Events and Meetings	150,783	33,325	117,458	121,044
Office Supplies	21,463	19,824	1,639	26,076
Advertising and Corporate Promotion	9,506	12,300	(2,794)	13,233
In-Kind Expenses	79,573	90,895	(11,322)	32,491
Office Expenses	40,523	50,784	(10,261)	49,326
Technology & Minor Equipment	264,320	297,943	(33,623)	232,479
Employee Training and Education	1,361	6,940	(5,579)	2,946
Facilities Expenses	147,797	108,877	38,920	176,004
Depreciation and Amortization	146,509	207,600	(61,091)	286,219
Total Operating Expenses	**$ 3,444,674**	**$ 3,208,202**	**$ 236,472**	**$ 3,028,116**
OPERATING SURPLUS/(DEFICIT)	**(905,366)**	**(877,410)**	**(27,957)**	**(1,633,318)**
Investment Income				
Investment Interest & Dividends	381,063	62,100	318,963	445,064
Realized/Unrealized Gains/(Losses)	5,245,649	196,650	5,048,999	3,246,501
Total Investment Income	5,626,712	258,750	5,367,962	3,691,565
Other Income and Deductions				
Grant/Service Agreement from AFAF	125,000	125,000	-	175,000
Allocated Expenses to Foundation	194,117	194,548	(431)	175,488
Total Other Income and Deductions	319,117	319,548	(431)	350,488
NET SURPLUS/(DEFICIT)	**$ 5,040,462**	**$ (299,112)**	**$ 5,339,574**	**$ 2,408,734**

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Schedule of Investments

For the Year to Date ended June 30, 2026
(Unaudited)

	Amount	%	Target	Max
Cash/Short-term	$ 4,667,476	**7%**	5%	20%
U. S. Equities (value & growth)	26,349,851	**39%**	43%	50%
International Equities	15,255,756	**23%**	28%	50%
Emerging Markets	4,809,253	**7%**	5%	10%
Real Estate/REITs	3,210,752	**5%**	5%	15%
Fixed Income	8,653,065	**13%**	10%	20%
Alternatives	4,040,882	**6%**	5%	20%
Investable Cash and unsold stock	-	-	0%	10%
TOTAL	$ 66,987,034	100%	100%	

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Schedule of Capital Additions

As of June 30, 2026
(Unaudited)

	Actual	Annual Budget
Paid with operating funds:		
Merchandise Area Improvements	$ -	$ -
Building Maintenance	-	-
IT Equipment	11,007	22,000
Total for operating funds	11,007	22,000
Paid with restricted funds:		
	-	-
Total for restricted funds	-	-
TOTAL	$ 11,007	$ 22,000

USAFA ASSOCIATION OF GRADUATES

"One Thing" Commitments Workshop — Report to the Board

Held April 23, 2026 · Doolittle Hall

Background

After the February 2026 Governance Workshop, directors submitted individual commitments they were willing to make to better serve the graduate community. Thirteen of sixteen directors responded. Submissions were organized into four themes and presented at the April 23 workshop without individual attribution.

Four Themes Identified

Theme	Title	Key Ideas
A	**Conduct & Culture**	Code of Conduct; decorum; faithful representation; speaking with one voice; exemplary behavior
B	**Governance Process**	Motion vetting threshold; minutes protocol; accuracy, timeliness, and transparency
C	**Mission Focus**	60%+ meeting time on external business; mission-anchored decisions; consistent application of standards
D	**Graduate & Cadet Engagement**	Cadet relationships; heritage and traditions; chapter health; member-first mindset

Workshop Process

The April 23 session followed a structured 75-minute format:

- Directors completed a silent prioritization exercise, writing their top 1–2 themes before discussion opened
- The board deliberated on the top themes identified through the tally
- Small groups were convened to draft commitment language

Outcome

The board selected Themes B and D for further committee work, with the intent to bring motion language to the full board at a future meeting:

Theme B — Governance Process

Status: Working group convened but was unable to reach consensus. The Governance Committee will bring motions addressing governance process directly to the board as topics are addressed in the future.

Theme D — Graduate & Cadet Engagement

Status: Working group will convene following the transition in the EVP of Alumni Relations position.

Disposition of Themes A and C

Themes A and C were not selected for standalone committee work but are not without action:

- Theme A (Conduct & Culture): The Governance Committee is developing a Code of Conduct. This work proceeds independently of the theme selection outcome and will be brought as a motion at a future board meeting.
- Theme C (Mission Focus): The Chair will reflect the principle of dedicating the majority of board meeting time to external business in agenda structure. The related question of consistent application of scope standards is noted for the Governance Committee's awareness.

Next Steps

- Governance Committee to bring Code of Conduct and governance process motions to full board
- Theme D working group to convene with resolution of EVP of Alumni Relations position
- Chair to provide update on all four themes at the July board meeting

USAFA ASSOCIATION OF GRADUATES

Engagement Strategic Inquiry

Summary of Exercise and Next Steps · April 2026 Board Meeting

Purpose

The April 2026 board meeting included a 75-minute Strategic Inquiry session focused on graduate engagement. Four questions were posed to the full board, followed by a commitments round. This document summarizes the discussion across three sources — the session notes, draft minutes, and follow-up director submissions — and identifies the strategic questions the board's inquiry series must answer before the next Joint Strategic Plan can be developed.

Question 1: Chapters

If chapters didn't exist today, would we invent them — and in what form?

What the board said

- A regional model was suggested by multiple directors to improve coordination, oversight, and synergy across groups while still allowing local flexibility.
- Chapters, Parents' Clubs, and ALO networks were identified as complementary rather than competing entities — better collaboration across all three was a recurring theme.
- Access to current graduate contact information was identified as a critical and unresolved barrier to chapter effectiveness.
- Geographic challenges in rural and low-density areas surfaced strongly. Virtual chapters and combined-effort models were discussed as alternatives.
- Younger graduates are not engaging through traditional chapter activities. Multiple avenues for involvement — not just geographic chapters — are needed.
- Connections at pilot training bases and first assignment locations were identified as an underutilized early engagement opportunity.
- CEO Hille noted chapters remain a vital connection point for many graduates and that future efforts should focus on enhancing partnerships and adapting strategies by segment.

Chapter presidents' input (same session)

- Granite State: Need for cooperative AOG-chapter relationship, direct access to graduate contact data, clearer role differentiation from affinity groups.
- Tennessee: Focus on first 60 days post-graduation; close Parents' Club relationship as a model; challenges in feeling AOG support at events.
- Hampton Roads: Results-oriented engagement over social events; updated database; chapter newsletter; corporate community engagement; younger graduates want deeper connection, not happy hours.

Session notes

- Some chapters should be allowed to fade if inactive — prioritize support for those that reach out.
- Cultural barrier: younger graduates come once and leave offended.
- Parents' group synergies as an underutilized model.

Question 2: Graduate Engagement Data

Which segments of our graduate population are most engaged today — and what does the data tell us?

What the board said

- Earlier classes (particularly 1970s) are more engaged, but this should be confirmed by data, not assumed.
- Critical finding: engagement is not a lifecycle issue. Graduates do not necessarily become more engaged over time. Disengagement is structural, not developmental.
- The 2026 graduate survey is complete; results will be shared in the coming months and will inform the plan.
- A meaningful number of graduates are engaged with each other outside AOG channels — the board must decide whether and how to add value to that engagement.
- AOG is perceived primarily as a fundraising vehicle by many graduates, not as a source of meaningful involvement.
- Awareness of engagement avenues such as CAS/Class Senators remains limited.
- Graduates' perceptions of the Academy and the AOG are conflated — clearer distinction in communications is needed.
- Younger graduates engage through social media and require different outreach approaches.

Session notes

- Same tool does not work for all graduates.
- Resources should be distributed across generations, not concentrated in the most active cohort.
- A generational organizational model was raised as a concept worth exploring.
- CAS input: "What does the AOG do for me? When I hear from them, it's only fundraising." Graduates tend to respond to events on an emotional level and then disengage.

Question 3: Value Proposition

A 2015 grad is 33 years old, in their first leadership role, building a family, and has a dozen organizations competing for their time. Why should the AOG be one of them?

What the board said

- The AOG must demonstrate clear, tangible value — duty-based loyalty alone is insufficient.
- Career transition support and professional networking were identified as the strongest potential value drivers, but USAFA is described as less consistent in this than peer academies.

- USAFA culture is less oriented toward a “take care of our own” mindset than West Point or the Naval Academy. This is a cultural gap, not a geographic one.
- More intentional, structured alumni support — especially for career transitions — could meaningfully shift engagement.
- Donation rates: fewer than 10% of USAFA graduates donate vs. approximately 30% at West Point and 25% at the Naval Academy.
- Long-term goal of 70% membership by the 70th anniversary (2029) was referenced.

Session notes

- Network is the most cited value proposition.
- Legacy Class as a conduit for younger graduates was raised as an idea.
- It’s a cultural change — not a programming change.
- Note raised: when did the AOG start using “Long Blue Line” as its central brand? Is the brand itself well understood by the cohort we are trying to engage?

Question 4: Transformation

What is the one thing we are most reluctant to change that may be the most important thing to change to make us irreplaceable to the Long Blue Line?

What the board said

- The goal is not to replace what makes USAFA distinctive — it is to activate and enhance it.
- The Honor Code was cited as a uniquely USAFA distinction, but there was disagreement about whether it remains meaningful and enforced.
- Physical presence — bringing graduates back to the Academy — was identified as a differentiator no other organization can replicate.
- Board-level engagement with class presidents was suggested as a lever for influencing class culture.
- Allegiance is a two-way street — the AOG must demonstrate it values graduates as much as it asks graduates to value the institution.
- CEO Hille: engagement is a long-term challenge requiring sustained effort; progress will come from enhancing and activating culture, not replacing it.

Session notes

- What makes us uniquely USAFA: the Honor Code, the landmark, our people, shared experiences.
- Historical note from Lucky Ekman (’63) after the session: it was a conscious decision by AF grads not to be “ring knockers” like Army. This may be the cultural root of lower mutual support expectations among USAFA graduates.

Commitments Round

One thing the AOG should stop doing

- Board taking more responsibility with chapters rather than delegating entirely to staff

- Devoting disproportionate time and resources to the 5–10% of most active graduates
- Participating in SACC in its current form
- Ignoring graduate and cadet input
- Emphasis on short-term goals at the expense of a 15-year strategic horizon

One thing the AOG should accelerate

- Direct Board interaction with cadets and influence on the Cadet Wing
- NextGen initiative
- Chapter engagement at pilot training bases and first assignment locations
- Virtual and location-based chapter development
- Heritage programming — graduate contributions to the Air Force and Space Force
- Career services and professional transition support
- Coordination across all boards (AOG, Foundation, AFAAC)
- Long-term membership goal: 100% at the AOG's 100th anniversary (2059)

Director Submissions: One Question Before the Next Session

Directors were asked to submit one question that must be answered before the next planning session, focused on the engagement strategy topics discussed. Eight of sixteen directors submitted responses. The in-scope questions are synthesized below.

Synthesized priority questions

- Do we actually have an Honor Code that is enforced at USAFA, or is it a facade — and does this affect the distinctiveness of the AOG's value proposition?
- What would a standardized chapter template and support package look like that is simple enough to work for the next generation?
- What resources are required to establish and test a virtual chapter for graduates in rural locations or those without an active chapter (e.g., Atlanta)?
- Which three priorities from the Joint Strategic Plan should guide staff focus and board oversight through the next term?
- Do we need to remain apolitical to be relevant to graduates?
- How does the AOG make its lifetime commitment clearest to a cadet whose engagement is currently programmed rather than voluntary?

Three submissions addressed board conduct, a specific incident, and broader governance questions rather than engagement strategy. These have been referred to the Parking Lot.

Strategic Groundwork for the 2029–2034 Joint Strategic Plan

The AOG's current Joint Strategic Plan runs from 2023–2028 and drives the annual Operations Plan executed by the CEO and staff. The board approved a mid-course adjustment in October 2025. That plan remains in force.

This series of Strategic Inquiries is the board's contribution to the groundwork the CEO and staff will need to develop the 2029–2034 JSP. The board's role is to generate the strategic questions, surface the tensions, and identify the conditions the next plan must address. The CEO and staff will determine when and how to incorporate that input into the planning cycle, consistent with their responsibility to execute the current plan without distraction.

No deadlines are imposed on the CEO or staff by this document. The inquiries below represent the board's best current thinking about what must be understood before a credible next plan can be written.

PART I — ENGAGEMENT & MEMBERSHIP

The April 2026 session established that the AOG's traditional engagement model is insufficient for the next generation of graduates, and that the cultural gap between what USAFA produces and what the AOG captures is real.

In short: USAFA produces graduates with the same caliber of achievement, leadership, and capability as the other academies, but the AOG captures a much smaller share of their engagement, loyalty, and financial support than peer organizations capture from comparable graduates. That divergence traces back to a deliberate cultural choice made decades ago — not to anything "wrong" with the graduates themselves.

Before the next JSP can address membership and engagement with credibility, the following questions must have answers grounded in evidence:

Q1	Graduate Segmentation & Disengagement
1	What does segmented engagement data actually show: by class year, geography, career stage, etc? Does it confirm or refute the hypothesis that disengagement is structural rather than developmental?
2	Which graduate cohorts are most reachable, and which have been effectively lost? Is there a point of no return?
3	What are graduates engaged with outside AOG channels and what would it take for the AOG to add genuine value to that engagement rather than compete with it?

Q2	Chapter Model & Local Engagement
1	How are chapters an asset to the Long Blue Line and A&F brand in their current form? Is the answer different when the most active chapters are set aside?
2	What would a genuinely revitalized chapter program look like, including virtual and regional models, and what resources would it require?
3	How do chapters, parents' clubs, and ALO networks function as a system? Where are the biggest coordination gaps?
4	What does early engagement at pilot training bases and first assignment locations require to become a consistent program?

Q3	Value Proposition for the Next Generation
1	What does a 2015 graduate actually need from the AOG that they cannot get elsewhere?
2	Is career transition support genuinely competitive with what West Point and the Naval Academy offer? If not, what would it take to close the gap? Is the large percentage of pilots from USAFA really the difference?
3	What is the AOG's single most compelling reason to join for a graduate who has never been asked to donate and has no institutional loyalty to the organization?
4	Is the "Long Blue Line" brand meaningful to the grads the AOG needs to reach? If not, what story should replace it?

For the CEO and Staff

The questions above represent the board's strategic input — not a tasking list. The board does not prescribe when or how the CEO and staff engage with this material. That judgment belongs to the CEO, consistent with the authority and responsibility vested in that role by the board.

The current 2023–2028 Joint Strategic Plan and the October 2025 mid-course adjustment remain in force. Nothing in this document supersedes or modifies those plans.

When the CEO and staff determine the time is right to begin developing the 2029–2034 JSP, this inquiry series — and the board discussions, survey data, and staff research that accompany it — will constitute the board's strategic groundwork for that work.

APPROVAL OF AGENDA

President & CEO

Mark Hille ’97, President & CEO

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

CEO Update

Engagement

Cultivate lifelong relationships and provide valued service to the Academy and our graduates

- Visibility of Cadet-directed Support
- Firstie Departure
- Chapter Conference
- Awards/ DGAM

CEO Update

Philanthropy

Enhance financial strength and stability to advance the Academy and sustain our mission

- Key Inter-campaign Projects

  (Tuskegee, Deberry, Erdle, Class of '76 Echelon, Visitors Center, NOK, Reunion & Engagement Endowments)
- Sponsorship Revenue
- Academy Entrepreneurs Program / NextGen
- Alumni Participation to 20% by 2028

CEO Update

Stewardship

Responsibly manage gifted time, talent, treasure and relationships

- Audit and 990
- Proper Use and Reporting by USAFA
- Grant Notification Process

CEO Update

Communications

Tell the story of our Academy, our graduates and our mission with our words and actions

- Promotions / Appointments
- Constituent Relations – Customer Service
- Heritage Online Class Histories

CEO Update

Organizational Excellence

Recruit, retain and develop top-level talent

- Succession Plans
- Performance Reviews / Employee Recognition / Onboarding
- Employee Survey in 2026

Alumni Relations

Chris Bennett ’93, Interim EVP of Alumni Relations

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

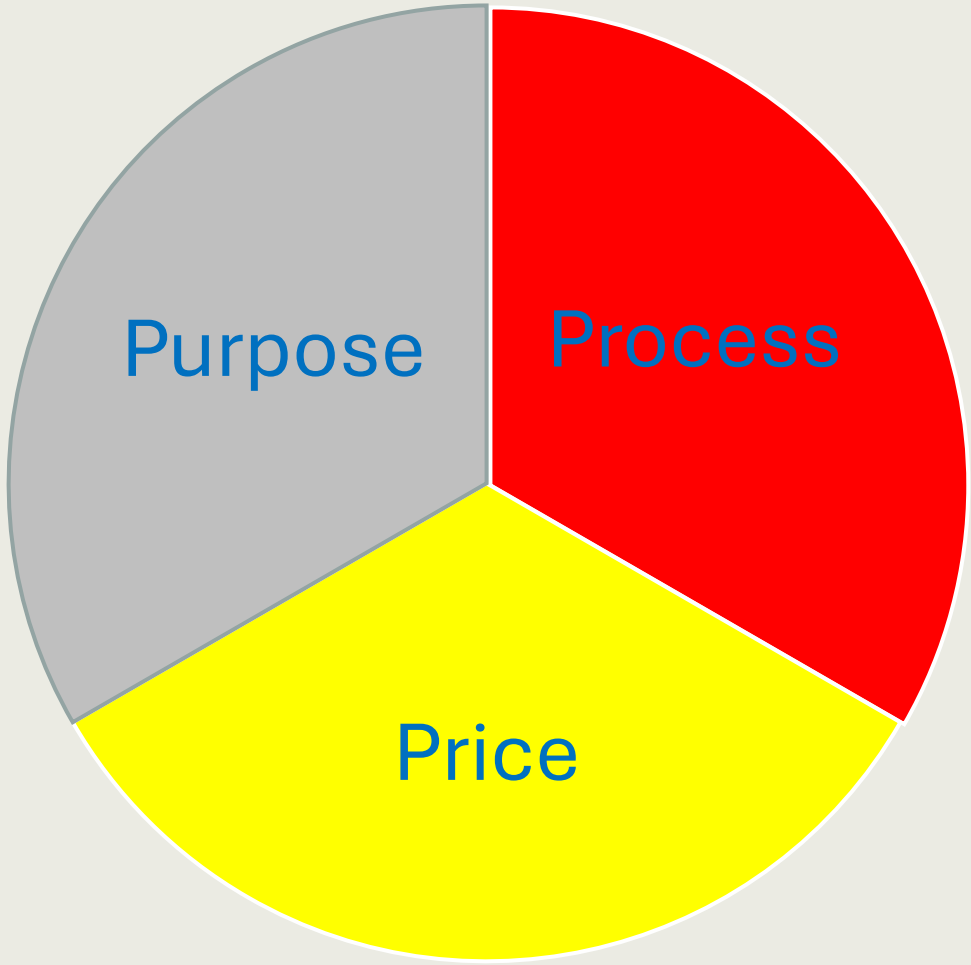
The USAFA Reunion Experience

Chris Bennett, Interim EVP of Alumni Relations

24 July 2026

ASSOCIATION & FOUNDATION
U.S. AIR FORCE ACADEMY

A Successful Reunion



The Reunion Team



Michele Bergeman



Lucy Pennington-Russell

USAFA Strategic Communications (CM)

ARMED FORCES REUNIONS Incorporated

Armed Forces Reunions

Amy Lee







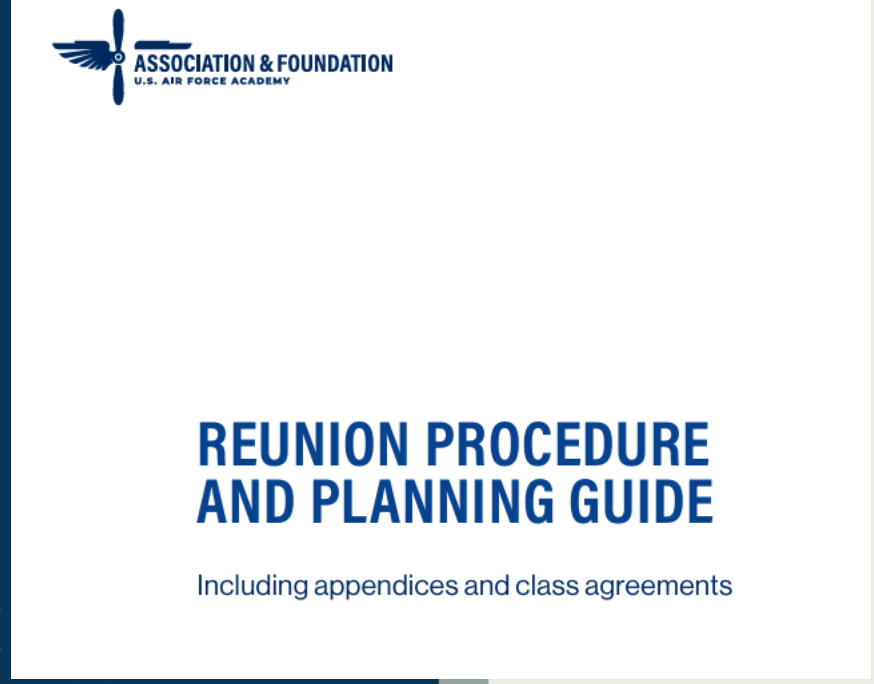
Reunion Objectives

- Have fun! Engage and celebrate with classmates
- Reconnect with the Academy and observe the current environment
- Understand existing Academy programs, challenges and successes
- Strengthen institutional pride
- Increase advocacy and support for the Academy and cadets



Purpose

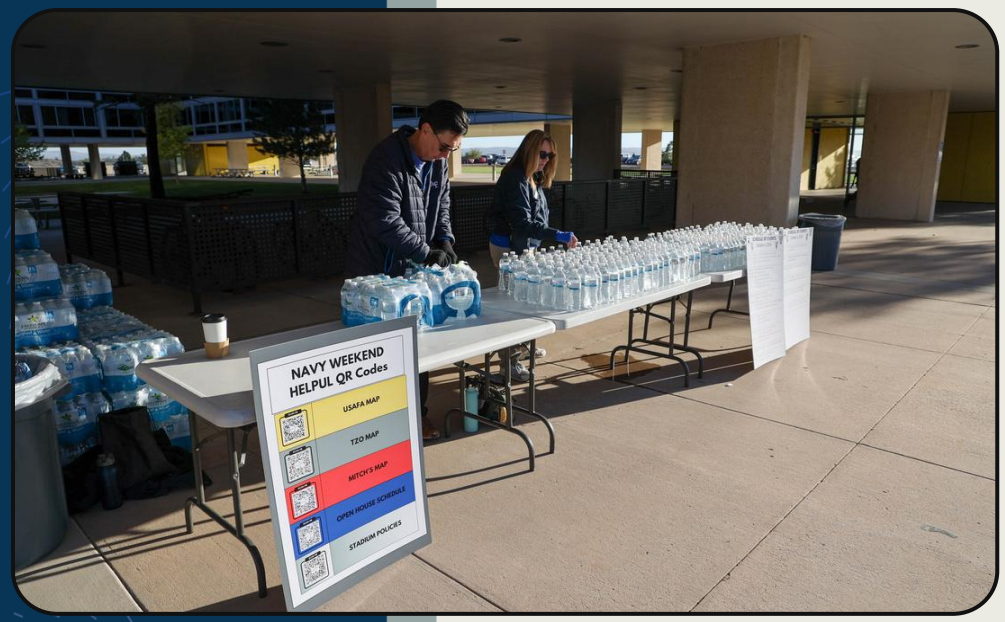
- The Association & Foundation strives to provide a customizable reunion experience tailored to a class's needs and desires. Reunion planning begins nine to 12 months (or more) before a reunion.
  - The AOG team is a resource to support the Reunion Committee that **allows Graduates to enjoy their reunion**, not “work” their reunion
- USAFA is first and foremost a “Department of the Air Force Generation Platform”, and we value the support and engagement from the Superintendent and USAFA Staff.
- Reunion options include:
  - a **full reunion experience at USAFA**
  - **out-of-cycle reunion** at a time and/or location of the class's choosing.



Process

- Reunion SOP – updated annually with planning guidance
- Class Reunion Planning Committee
- The current MOU provides for 3 reunion weekends: first two home games after Parent's Weekend & the interservice game
  - Final schedule after release of the fall football schedule
- Class Selection Priority: 50th, 10th, 40th, 30th, 20th
- Maximum number of reunions for a weekend: 4
- Hotel Polaris and home Service Academy game
- Class Gift Planning and/or Dedication

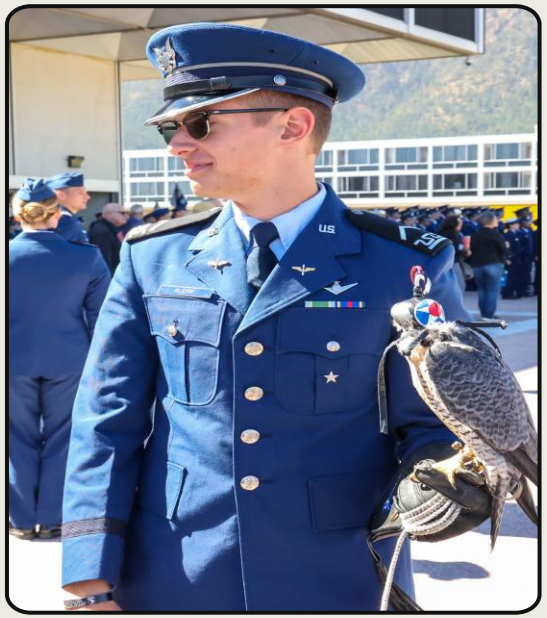
A&F / AFR Reunion Services (not all inclusive)



- Provide primary Association and Foundation points of contacts
- Establishing and communicating reunion deadlines
- Setting up and managing an online registration system
- Creating/maintaining/updating class reunion landing pages
- Conducting surveys and email blasts
- Offering guidance based on historical data and experience
- Accepting deposits into the class agency fund account
- Coordinating with USAFA on all on-base activities
- AFR hotel coordination on hotel pricing and terms
- AFR room block monitoring and updates
- Providing accounting of reunion funds

- A&F leads the coordination with USAFA and the Reunion Planning Committee
- AFR provides most administrative and registration services





Notional Reunion Events Schedule

- Thursday
  - Prep School mini-reunion
  - Golf Tournament
- Friday
  - USAFA Open House
  - Banquet
- Saturday
  - Falcon Nation Tailgate
  - Football Game/Tickets
- Discretionary
  - Class Memorial Ceremonies





USAFA Services and Support

- Process for Installation Access and Cadet Area Visits
- Bus Transportation from Field House to/from Cadet Area
- USAFA Update by Senior Leadership
- Special Topic Briefs (e.g., IFC, CCLD, etc.)
- Noon Meal Formation viewing and Lunch at Mitchell Hall
- Open House: Visit the dormitories, the library, Fairchild, Gregory and Arnold halls, labs, CCLD, Polaris Hall
- Designated Class Seating Areas at Falcon Stadium

Armed Forces Reunions (AFR)



Recommend popular and reasonably priced reunion destinations.

Contract hotels using AFR's own ***Military Reunion Hotel Contract,*** accepted nationwide.

User-friendly proprietary registration software and custom group registration page.

Registration software provides data and financial management.

Registration packets including program, attendee roster, nametags, and event tickets.

Handle all hotel event planning and manage hotel banquet event orders.

Customize, plan and oversee tours – sample tour programs available for most cities.

Manage the reunion on-site.

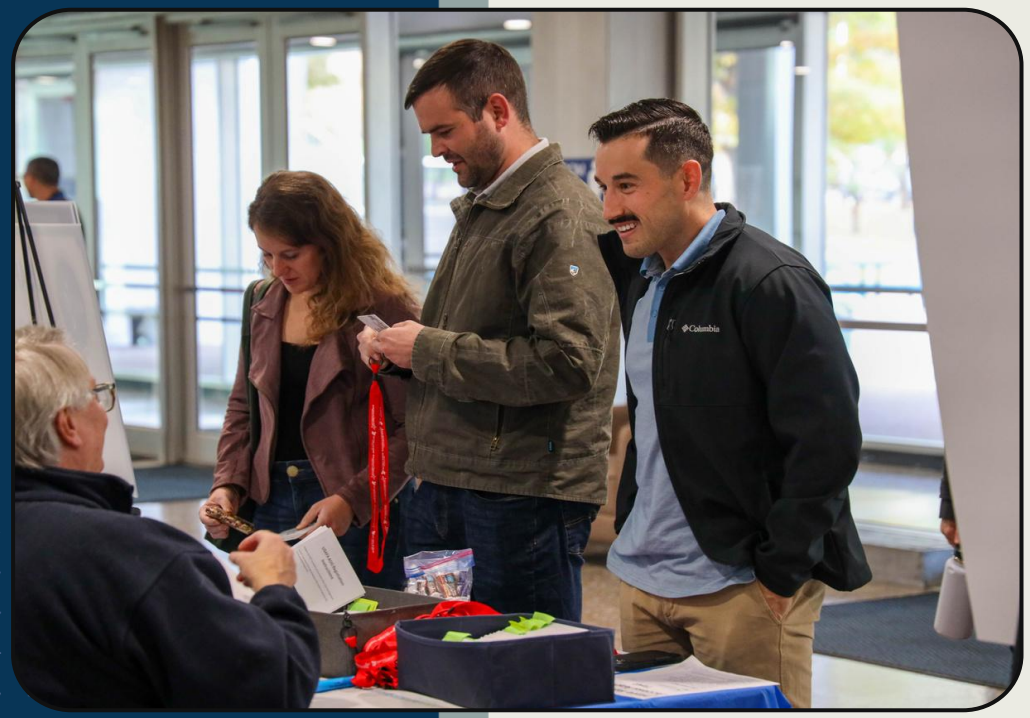
Manage and pay hotel master account.

Provide a final reunion accounting.

Dedicated on-site event planner to handle all logistics and planning

*** AFR support began in 2020; 20% increase in overall reunion attendance**

Price



- **ASSOCIATION & FOUNDATION REUNION SERVICE FEE (2026)**
  - Graduate **$90**
  - Additional guest **$40**
- A class registration fee is additional to the Association & Foundation reunion fee. It is determined by each class based on class budget and the cost of optional items
- Additional fees may be added by the class to cover other event costs such as outside socials, activities, lunches, golf, commemorative merchandise, etc.
- AFR Compensation – partnership fees incorporated into registration fees

2026 Reunion Schedule (13)



Completed:

March 22-25: Class of 1971 55th Reunion

May 11-14 (San Antonio): Class of 1961 60th reunion

June 3-6 : Class of 1963 63rd reunion

June 16-20: Class of 1973 53rd reunion

Upcoming:

September 10-12 (NDSU Home) Friday the 11th for USAFA Open House

Class of 1966 60th reunion

Class of 1981 45th reunion

Class of 1986 40th reunion

Class of 1996 30th reunion

October 1-4 (Navy Home) Thursday the 1st for USAFA Open House

Class of 1976 50th reunion

Class of 1991 35th reunion

October 15-17 (UNLV Home) Friday the 16th for USAFA Open House

Class of 2001 25th reunion

Class of 2006 20th reunion

Class of 2016 10th reunion

Questions



WEBSITE ADDRESS

REUNIONS.USAFAGROUPS.ORG

Reunion planning and execution never rests!

Grad Survey Report

Mark Hille ’97, President & CEO

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

2026 AOG Graduate Survey

What We Learned

Nearly **9,000 graduates (20%)** shared their perspectives, a high indication of engagement since our 2022 survey with 17% participation.

Across the survey, graduates consistently communicated several overarching themes:

- Strong pride in the Academy experience and the lifelong impact of USAFA
- A desire to preserve the Academy's enduring mission, heritage, and traditions
- Continued emphasis on supporting cadets and the Academy as the AOG's highest priority
- Interest in meaningful graduate engagement, communication, and career support
- A preference that the AOG remain primarily focused on service to graduates and stewardship of the Academy while thoughtfully considering any advocacy role

2026 AOG Graduate Survey Release Plan (September 2026)

We will launch a coordinated communications effort providing all graduates access to the survey results that includes:

A&F Website homepage newsroom story

Dedicated 2026 AOG Graduate Survey webpage (“Survey Hub”)

- Executive Summary
- Survey Results Report
- Link to past surveys (2022 Graduate Survey and 2025 NextGen Survey)

Email to all graduates directing them to the Survey Hub

September *Checkpoints* story

Class Advisory Senate

AJ Ranft '73 for John Cinnamon ‘91

ASSOCIATION OF GRADUATES
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BREAK

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Nominating Committee

Col (Ret.) Hank Hoffman ’63

Col (Ret.) Bob Lowe ’71

Gen (Ret.) David “DT” Thompson ’85

Lt Col Nathan Dial ‘10

Maj Alexander Fogassy ’12

ASSOCIATION OF GRADUATES
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U.S. AIR FORCE ACADEMY

Motion Suggestions

01 Election Conduct Recommendations

02 2026-27 Awards Process

03 Potential Civilian Recognition



01. Election Conduct Recommendations

Election Conduct Recommendations

All Candidates – No disparaging remarks, Period.

Directors - Endorsements are allowed via private means

Fair Game:

- People posting on their own social media, their own email, etc. is all fair game
- Board members posting in unison on their own social media via their personally curated email list is fair game

Off-Limits:

- Endorsements, Solicitation, or Information distributed via AOG means
- Using any medium owned by the AOG to distribute information
- Using any official mailing addresses or mass email listserv
- Use of any symbols of the AOG



02. 2026-27 Awards Process

2026-27 Awards Process

Improvements for Submission Materials and Notable Changes

1. Award Period Opens 1 September 2026 and closes 15 December 2026

2. Clearly indicate, both on the website and in submission materials, which graduation years are eligible for each award.

3. 1-2 Page Letters of Recommendation | 1-2 Page CV/Resumes

4. Selection Committees Committees have 3-year standing commitments (desired, not required)

5. Consideration and Cooling Off Periods:
   - **DG:** 5 Years On and 2 years Off
   - **LAA:** 4 Years On and 2 years Off
   - **YAEA:** 3 Years On and 2 Years Off

2026-27 Awards Process

Help for Submissions

1. Create and publish a rubric for what the board will be evaluating each package

2. Use the **Award@usafa.org** inbox to queue assistance requests, with staff connecting them to help and resources.

Conducting the Board

1. Begin the Awards cycle with a Zoom in-brief, led by Michele/Nate, to walk through the application and grading criteria for each award.
   - Offer two informational Zoom meetings to the membership: October & November

2. Use a combination of 5 scoring systems to identify the range of potential winners and structure the discussion for the group

Rubric DG Award (Up to 3 Winners)

Purpose: Honor graduates whose life's work is inspirational, elevates the reputation of the Academy, and exemplifies the highest standards valued by cadets and graduates.

1. **Scope of Impact on the Nation, Contribution to Society, and Beyond (40 Points)**
2. **Exemplary Leadership and Character (25 Points)**
3. **Sustained Commitment to USAFA, Cadets, and the Long Blue Line (20 Points)**
4. **Career Distinction and Lifetime Achievement (15 Points)**

Scoring Ranges:

- Exceptional (88-100% of points)
- Strong (66-87% of points)
- Moderate (51-65% of points)

Official Document provides further explanation

Rubric LAA (Up to 3 Winners)

Purpose: Honor graduates who have demonstrated exceptional leadership, integrity, and professional accomplishment in military or civilian life.

1. **Professional Achievement, Enduring Contribution, and Lasting Impact (40 Points)**
2. **Leadership and Influence on Others (25 Points)**
3. **Impact on USAFA, Cadets, and the Long Blue Line Community (20 Points)**
4. **Career Progression and Professional Credibility (15 Points)**

Scoring Ranges:

- Exceptional (88-100% of points)
- Strong (66-87% of points)
- Moderate (51-65% of points)

Official Document provides further explanation

Rubric YAEA (up to 4 winners)

Purpose: Honor young graduates who demonstrate outstanding professional or philanthropic achievement, strong character, and meaningful contributions to community that enhance the prestige of the Air Force Academy.

1. **Professional Achievement to Date (30 Points)**
2. **Leadership, Character, and Initiative (25 Points)**
3. **Contribution to Community and Service Orientation (20 Points)**
4. **Engagement with USAFA, Cadets, and the Long Blue Line (15 Points)**
5. **Future Potential and Trajectory (10 Points)**

Scoring Ranges:

- Exceptional (88-100% of points)
- Strong (66-87% of points)
- Moderate (40-65% of points)

Official Document provides further explanation



03. Potential Civilian Recognition

Potential Civilian Recognition Award – Committee Recommendation

Director Meredith Submitted a request for the Nominating Committee to develop an annual Non-Graduate award

Purpose: Establishing an annual award to be given to a citizen of the United States, other than a USAFA graduate, whose outstanding character, accomplishments, and stature draw wholesome comparison to the ideals of the USAF Academy and in keeping with the values of "Integrity First, Service Before Self, and Excellence in all We Do'"

Recommendation: The AOG staff conducts a study of two potential options and present their findings at the October meeting. Based on that information, the committee will then make a formal recommendation at the February meeting.

- **Expansion of the Honorary AOG Membership Ceremony.** The USAFA AOG is currently unique among the service academies in recognizing non-graduates as honorary members. We would like staff to explore options for expanding or enhancing that existing recognition.

- **Cost Analysis of an Associated Award Event.** We would like staff to estimate the cost of adding this award to the current July Awards night. As a benchmark, we are asking to price what it would have cost to host the last five award recipients from the U.S. Military Academy's Thayer Award that Denny submitted.
  - 2021 - Doctor Mae C. Jemison
  - 2022 - Mr. Kenneth Fisher
  - 2023 - Senator Elizabeth Dole
  - 2024 – President Barack Obama
  - 2025 – Tom Hanks

Governance Committee

Director Krauth

Members

- Lee Krauth ’72
- Dan Bohlin ’71
- Denny Merideth ’73
- Jenn Walters ’11
- Skip Morgan ’72 (non-director)
- Maj Gen (Ret) Mark Volcheff ’75 (non-director)

Governance Committee

Revised/ Updated Governance Policy Manual Category III - Motion

The GC moves that the BOD remove and replace the current Governance Policy Manual Cat III with the revised Governance Policy III as attached. If approved by the BOD this revised policy will be effective immediately.

Purpose / Rationale:
In the GC biannual review of the Governance Policy Manual Cat III, we found the current policy to be cumbersome, outdated, very difficult to understand, and redundant.

Supporting Documentation
Attachments: Current Policy and Revised Policy Cat III

Financial or Operational Impact (if any):
This has been reviewed by the President and CEO who feel these changes will enhance the operations of the AOG without any negative financial impact.

POLICY 3.0: Governance – Management Connection

POLICY CATEGORY III: Board/Staff Linkage

POLICY NARRATIVE:

~~The Board's sole connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer (CEO).~~ Board directions to the CEO occur through formal actions, policies, and plan approvals. Other interactions, including information requests and routine coordination, may occur informally to foster a collaborative partnership.

3.1 BINDING AUTHORITY AND COMMUNICATIONS: Only officially passed motions and Board-approved policies ~~of the Board~~ are binding on the CEO. Individual Board ~~members~~directors may engage the CEO informally for information on routine matters but may not independently direct operations or commit organizational resources.

a. Board ~~members~~directors may communicate directly with staff for purposes of information, clarification, and support, while respecting management's authority and operational priorities. Staff may respond to Board ~~member requests~~directors requests in the normal course of business. If a request requires significant time, resources, or reprioritization, the staff member will consult with or elevate the request to the CEO. The CEO will coordinate the request with the Board Chair if the individual director's request is deemed inappropriate or overly burdensome. ~~Decisions or instructions of individual Board members, officers, or committees are not binding on the CEO except in rare instances when the Board has specifically delegated this authority.~~

~~b. If Board members or committees request information or assistance without Board authorization, the CEO can refuse such requests that require, in his/her opinion, a material amount of staff time or funds and/or pose disruption to staff duties.~~

~~c.~~b. The Board may be involved in employee issues as indicated in the AOG personnel guide or relevant joint-association agreements.

~~d.~~c. The Board ~~will view~~evaluates CEO performance based on ~~as identical to~~ organizational performance, successful execution of the Board-approved Strategic and Operational Plans, and adherence to established governance policies.~~so that organizational accomplishment of Board-stated Ends and compliance with Executive Limitations will be viewed as successful CEO performance.~~

3.2 POLICY AND STRATEGY FORMULATION: The Board guides ~~will instruct~~ the CEO by establishing organizational priorities, strategic direction, and operational boundaries. ~~through written policies that prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.~~

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Commented [ME1]: Mary to change to the word member to director in all instances applicable in the document.

Commented [ME1R2]: Completed 6.30.2026

Commented [MH2]: Should this indicate the CEO will coordinate the request with the Board Chair if the individual director request is deemed inappropriate or overly burdensome?

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a. The Board, in collaboration with the CEO, will develop and maintain policies instructing the CEO to achieve certain results and performance metrics, ~~for certain recipients in a prioritized scheme. These policies will be developed systematically and called Ends policies. All issues that are not Ends issues, as defined here, are means issues~~.

b. The CEO will provide ~~make inputs~~ quarterly input to the development of Board policies and strategic plans to ensure operational feasibility and alignment., ~~including organizational Ends, to the Board as he/she deems appropriate.~~

c. The Board will ~~develop and~~ maintain policies that define the operational boundaries, compliance standards, and risk tolerances within which the AOG Strategic and Operational Plans must function.~~which limit the latitude the CEO may exercise in choosing the organizational Means that support the AOG Operational Plan. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board even if they were effective in accomplishing the AOG Operational Plan. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.~~

d. The CEO is authorized to establish all further operational procedures, make day-to-day decisions, and develop activities that align with Board-approved Strategic Plan, Operational Plan, Budget and policy boundaries.~~As long as the CEO uses any reasonable interpretation of the Board's approved Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.~~

.

e. ~~The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. However, as long as any particular delegation is in place, the Board will respect and support the CEO's choices.~~

3.3 PERFORMANCE MONITORING AND PLAN APPROVALS: In partnership with the Air Force Academy Foundation ~~T~~the Board will monitor and evaluate CEO performance ~~in~~ to ensure strategic alignment, fiscal health, and successful execution of the AOG Operational Plan. ~~such a way as to have systematic assurance of policy compliance, and successful execution of the AOG Operational Plan. Monitoring of CEO job performance will be against the expected CEO job outputs: development of the AOG Operational Plan, organizational execution of the Operational Plan, and organizational operation within the boundaries established in the Executive Limitations.~~ To assist the Board's~~,~~ ~~monitoring of CEO performance,~~ the CEO will present items for review, approval, and monitoring according to the Annual Scheule (Section 3.5). The CEO will:

a. Annually: Present ~~to the Board the AOG's~~the upcoming fiscal year Budget to the Board for formal~~Board~~ review and approval. Linkages between the Budget and the AOG Operational Plan will be highlighted.

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b. Annually: Present thean updated of the AOG Operational Plan to forthe Board for review and approval at the Board meeting immediately preceding the annual Budget presentation, of the coming year Budget. at the fourth quarterly meeting.

c. Annually: Present a year-end Audited Financial Report.

d. Quarterly: Present a Financial Report of the previous quarter's performance.

e. Quarterly: Present metrics linked to the Operational Plan showing progress toward accomplishment of the AOG Operational Plan, and present any changes made to the execution strategiesof the Operational Plan in the previous quarter.

f. On an established cadenceQuarterly: Present one quarter the number of Monitoring Reports, which will detailing continued adherence to the GeneralGovernance and Executive Constraints policies in accordance with the schedule in Section 3.5.in Policy 2.0, along with any explanation of pertinent information.explanation of pertinent information.

g. Annually present inputs for modification to CEO performance metrics for Board approval.

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3.4 DATA ACQUISITION AND COMPLIANCE STANDARDS: The Board may acquires monitoring data through methods that most accurately reflect organizational health and policy compliance. Options includeby one or more of two methods:

a. Internal Report: By internal report, in which tThe CEO discloses compliance information metric tracking, and progress narrative to the Board.

b. By eExternal rReport:, in which a An external, disinterested third party (such as an auditor or consultant) selected by the Board to assesses compliance with specific policies or financial controls.Board policies. By direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.

b.c. Direct Board Inspection: A designated member of committee of the Board assesses compliance with appropriate policy criteria.

c.d. In every case, tThe standard for policy compliance shall be alignment with the text, intent, and mutually agreed-upon expectations any reasonable CEO interpretation of the Boardpolicy or plan being monitored.

Commented [MH3]: Our typical timing is to prepare the operating plan and budget for approval at the October meeting. At our scale, it will be difficult to prepare the operating plan for the subsequent year in time to present at the July meeting. The operating plan is the annual representation of the goals and objectives articulated in the strategic plan.

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3.5 MONITORING & REPORTING SCHEDULE LAYOUT

Timeline	Financial & Strategic Deliverables	Policy Monitoring Reports
Quarter 1	Q4/Year-End Financial Report	Policy 2.1 Financial Condition & Activities
	Annual Performance Metric Inputs	Policy 2.5 Asset Protection
Quarter 2	Q1 Financial Report	Policy 2.2 Treatment of Staff & Volunteers
	Strategic Plan Progress Review	Policy 2.6 Compensation & Benefits
Quarter 3	Q2 Financial Report	Policy 2.3 Treatment of Members & Donors
	Draft Operational Plan Update Amended Strategic Plan Approval	Policy 2.7 Communications & Support to Board
Quarter 4	Q3 Financial Report	Policy 2.0 General Executive Constraints
	Final Operational Plan Approval Next FY Budget Approval	Policy 2.4 Financial Planning & Budgeting

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POLICY 3.0: Governance – Management Connection

POLICY CATEGORY III: Board/Staff Linkage

POLICY NARRATIVE:

Board directions to the CEO occur through formal actions, policies, and plan approvals. Other interactions, including information requests and routine coordination, may occur informally to foster a collaborative partnership.

3.1 BINDING AUTHORITY AND COMMUNICATIONS: Only officially passed motions and Board-approved policies are binding on the CEO. Individual Board directors may engage the CEO informally for information on routine matters but may not independently direct operations or commit organizational resources.

a. Board directors may communicate directly with staff for purposes of information, clarification, and support, while respecting management's authority and operational priorities. Staff may respond to Board directors' requests in the normal course of business. If a request requires significant time, resources, or reprioritization, the staff member will consult with or elevate the request to the CEO. The CEO will coordinate the request with the Board Chair if the individual director's request is deemed inappropriate or overly burdensome.

b. The Board may be involved in employee issues as indicated in the AOG personnel guide or relevant joint-association agreements.

c. The Board evaluates CEO performance based on organizational performance, successful execution of the Board-approved Strategic and Operational Plans, and adherence to established governance policies.

3.2 POLICY AND STRATEGY FORMULATION: The Board guides the CEO by establishing organizational priorities, strategic direction, and operational boundaries.

a. The Board, in collaboration with the CEO, will develop and maintain policies instructing the CEO to achieve certain results and performance metrics.

b. The CEO will provide quarterly input to the development of Board policies and strategic plans to ensure operational feasibility and alignment.

c. The Board will maintain policies that define the operational boundaries, compliance standards, and risk tolerances within which the AOG Strategic and Operational Plans must function.

d. The CEO is authorized to establish all further operational procedures, make day-to-day decisions, and develop activities that align with Board-approved Strategic Plan, Operational Plan, Budget and policy boundaries.

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3.3 PERFORMANCE MONITORING AND PLAN APPROVALS: In partnership with the Air Force Academy Foundation the Board will monitor and evaluate CEO performance to ensure strategic alignment, fiscal health, and successful execution of the AOG Operational Plan. To assist the Board, the CEO will present items for review, approval, and monitoring according to the Annual Scheule (Section 3.5). The CEO will:

a. Annually: Present the upcoming fiscal year Budget to the Board for formal review and approval. Linkages between the Budget and the AOG Operational Plan will be highlighted.

b. Annually: Present the updated AOG Operational Plan to the Board for review and approval at the fourth quarterly meeting.

c. Annually: Present a year-end Audited Financial Report.

d. Quarterly: Present a Financial Report of the previous quarter's performance.

e. Quarterly: Present metrics linked to the Operational Plan showing progress toward accomplishment, and present any changes made to execution strategies.

f. On an established cadence: Present Monitoring Reports detailing adherence to Governance and Executive Constraint policies in accordance with the schedule in Section 3.5.

g. Annually present inputs for modification to CEO performance metrics for Board approval.
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3.4 DATA ACQUISTION AND COMPLIANCE STANDARDS: The Board acquires monitoring data through methods that most accurately reflect organizational health and policy compliance. Options include:

a. Internal Report: The CEO discloses compliance information metric tracking, and progress narrative to the Board.

b. External Report: An external, disinterested third party (such as an auditor or consultant) selected by the Board to assess compliance with specific policies or financial controls.

c. Direct Board Inspection: A designated member of committee of the Board assesses compliance with appropriate policy criteria.

d. The standard for compliance shall be alignment with the text, intent, and mutually agreed-upon expectations of the policy or plan being monitored.

3.5 MONITORING & REPORTING SCHEDULE LAYOUT

Timeline	**Financial & Strategic Deliverables**	**Policy Monitoring Reports**
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Quarter 4	Q3 Financial Report Final Operational Plan Approval Next FY Budget Approval	Policy 2.0 General Executive Constraints Policy 2.4 Financial Planning & Budgeting

Audit Committee

Director Carpenter

Members

- Trapper Carpenter ’73
- Garry Dudley ’68
- Denny Meredith ’73
- Ty Shandy ’97, Non-Director (Voting member)
- Don Shafer ’70, Non-Director (Voting member)
- Katie Willemarck, Non-Director (Non-Voting member)

2026 Audit and 990 Timeline

	Audit	990
Fieldwork	February-March	April-May
Draft to Audit Committee	April 27th	May 4th
Audit Committee Meeting	May 7th	May 7th
Summary & Board Vote	Special meeting to approve: May 8th	Special meeting to approve: May 8th
Finalize & Issue	May 13th	May 13th

The members of the Audit Committee including Katie and her team; as well as Mary, were highly knowledgeable professionals with dedicated energy — well done.

External Communications Committee Update

Gen (Ret.) DT Thompson ’85

24 July 2026

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Task Allocation for 2026 Boards

- Finalize proposed language for ByLaws and other governing documents; submit to the Board for approval – April Board
- Identify any hot topics, emerging issues and special interest items; propose associated positions and messages – April Board
- ***Develop proposed enduring themes and messages for Board approval (use current road show deck as the starting point) – July Board***
- Begin development of an annual External Engagement plan – October Board

Communications Plans

- Strategic Communications & Brand Management Plan
  - Framework for communicating with graduates, cadets and cadet candidates, parents, donors, Academy leaders and other stakeholders. Its purpose is to
  - Ensure that communication advances the Association's & Foundation's mission: to support the Academy, serve graduates and preserve the heritage of the institution.
  - Routine and on-going use but Association and Foundation staff
- Crisis Communications and Issues Management Plan
  - Framework for monitoring and managing issues and crises to safeguard people, support rapid response, preserve trust and protect the Association's & Foundation's reputation.
  - Actions/response based on nature and level of crisis, and Association and Foundation "stake"
  - Used by key members of staff to assess and respond to communications needs in crisis
- Executive Communications and Engagement Plan
  - Framework for AOG Board of Directors to communicate with members and key external stakeholders on topics of special interest
  - May be used for routine communications or "crisis" response
  - May be independent from or supplement strategics communications of AOG staff, but must never contradict those messages

Strategic Communication and Brand Management Plans (Executive Summary)

Mr Wyatt Hornsby

Senior Vice President of Marketing and Communications

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Strategic Communications and Brand Management Plan

- **Enterprise-wide framework** for how we communicate with graduates, cadets, parents/families, donors, Academy leaders and others.
- **Aligns** marketing and communications activities with Association & Foundation strategic plan and mission.

Plan Elements

- Goals and objectives
- Audiences
- Roles and responsibilities
- Names, brands and key messages
- Channels, frequency and synchronization
- Communications matrix
- Communications standards
- Crisis communications

Imperatives

- Strengthen and protect our reputation and brand.
- Increase awareness of our mission and impact.
- Deepen graduate pride, engagement and participation.
- Preserve Academy history and heritage.
- Support philanthropy through compelling storytelling.
- Maintain readiness to respond effectively during crises and emerging issues.

Branding

Brand	Key Messages
U.S. Air Force Academy Association & Foundation	• The U.S. Air Force Academy Association & Foundation represents the joint mission of the Association of Graduates and the Air Force Academy Foundation. • The AOG and Foundation are independent nonprofit organizations that share a joint vision and mission, common goals and a staff. By working together, we are better able to execute our mission, operate efficiently, speak with a unified voice and maximize impact. • Together, our mission is to support the Academy, serve graduates and preserve the heritage of the institution. • Our vision is to be an Association & Foundation of influence and impact, supporting the Academy's enduring mission of developing leaders of character for the nation, and providing a lifetime of service to the Long Blue Line. • Our aim is to be both present AND relevant in the lives of all graduates, especially at key moments. • Our programs are mission-centered and designed to increase pride, engagement and participation among all constituents.
Association of Graduates	• The Association of Graduates is the official alumni organization for U.S. Air Force Academy graduates. • A 16-member board of directors governs the AOG. • We invite all Academy graduates to join and play an active role in their Association. • Membership in the Association is available at no cost to USAFA graduates. • The AOG offers a variety of services and programs that graduates value, including class reunions, chapter connections and support, career services, *Checkpoints* magazine and Next of Kin support. • Our focus on relevance drives us to continually refine our graduate and parent engagement programs, particularly those for cadets and recent graduates.
Air Force Academy Foundation	• The Air Force Academy Foundation exists to raise private support for the Academy and steward all donations. • A board of directors governs the Foundation. • While government funding provides adequate support for the Academy's core programs and baseline needs, it is often not enough to ensure the best possible experience for cadets and excellence across all mission elements. Private funding from philanthropy permits us and the Academy to seize opportunities and develop new programs more nimbly than the normal appropriations process allows. Private funding can also close the gap between a facility that meets core Academy needs and a facility that is state-of-the-art and world-class and represents excellence in all we do. • The Foundation raises money for projects and priorities across all USAFA mission elements (military, academic and athletic).

Programs and Initiatives

Program/ Initiative	Key Messages
1Day1USAFA	• 1Day1USAFA is an annual day of giving when the Long Blue Line and all who care about USAFA come together to support the Academy. • Gifts of any size make a difference and will go to work in supporting the USAFA mission, graduate services and heritage programs. • 1Day1USAFA provides meaningful and even fun opportunities for class giving projects, challenges and competitions to see who can raise the most money for a project or get the most donors to participate. • 1Day1USAFA is presented by the U.S. Air Force Academy Association & Foundation.
Air Force Academy Fund	• The Air Force Academy Fund is an unrestricted, flexible-use annual fund. It enables the Air Force Academy Foundation to serve and support the Air Force Academy in its mission to develop leaders of character. • Gifts to the Air Force Academy Fund immediately further the work of people and programs vital to mission success. • Gifts to the Air Force Academy Fund provide supplemental support to cadet programs and the Academy's immediate strategic needs as identified by the superintendent. • The Air Force Academy Fund supports graduate programs and services and the work of the Air Force Academy Foundation and Association of Graduates in supporting the Academy, serving graduates and preserving the heritage of the institution.
Checkpoints magazine	• *Checkpoints* magazine is the official graduate magazine of the Air Force Academy. From its humble beginnings in 1965 as a black-and-white newsprint piece to the award-winning publication graduates receive today, its focus has not changed: to tell Academy and graduate stories. • *Checkpoints* is published in March, June, September and December and is filled with information about graduates, cadets and the Academy. It is the only magazine of its kind for the Academy and is available in print and digitally to all members. • *Checkpoints* magazine is a key Association of Graduates membership benefit. • The magazine is an award-winning publication, recognized by the Council for Advancement and Support of Education for excellence in college and university magazine publication.
Doolittle Outfitters	• Doolittle Outfitters is the official store of the U.S. Air Force Academy Association & Foundation, offering high-quality USAFA-branded apparel, gear and gifts that let you show your pride. • Purchases help further our mission to support the Academy, serve graduates and preserve the heritage of the institution and Long Blue Line. • Based in Doolittle Hall, Doolittle Outfitters is a popular place to visit during reunions, cadet family events, inprocessing and more. • Doolittle Outfitters also sells apparel and gear on our website at shop.usafa.org.
give.usafa.org (GiveCampus)	• Our give.usafa.org site is the Association & Foundation's primary giving platform. • The USAFA community can support many projects benefiting cadets and the Academy. It's easy to use, and virtually every payment method is accepted. • The site is powered by GiveCampus.

Programs and Initiatives (cont.)

Program/ Initiative	Key Messages
Long Blue Line Podcast Network	• *Long Blue Leadership* is a podcast about leadership and character development. • It's the flagship show of Long Blue Line Podcast Network, available wherever you get your podcasts. • The show features exceptional Air Force Academy graduates candidly sharing their stories and discussing their leadership philosophies and styles. • Our host and guests cover leadership-themed topics of interest to Academy cadets, cadet parents and families, graduates, and all members of the Long Blue Line community.
Membership for all graduates	• Expanding membership to all graduates enhances opportunities to connect with and support each other, stay in touch with the Academy, and support cadets. • Graduates earn their membership when they graduate from the Air Force Academy. That's why membership is available at no cost. Members elect AOG board of directors representatives, giving them a say in the direction of the AOG. • With you, we are stronger. Your experiences, voice and perspective help inform our actions and ensure inclusivity today, and for decades to come. • Members are the first to know about important items that impact our Academy, cadets and graduates and ensure our shared bond remains steadfast. • Graduates who aren't yet members and wish to join can do so at: membership4grads.usafa.org.
Sabre Society	• The Sabre Society includes graduates, parents and friends who believe in the Academy's mission and make leadership gifts of $1,000 or more annually to the Air Force Academy Fund or $10,000 or more annually to any restricted fund. • Benefits of Sabre Society membership include: 1. Invitations to events in every region of the country. 2. Monthly donor impact spotlight discussions offered a day earlier than their appearance in the *Air Force Gradcast* podcast. 3. Opportunities to interact with key Academy staff and fellow Sabre Society donors. 4. Name recognition in the online annual donor honor roll. 5. Satisfaction of knowing your gifts provide leadership-level support to the Academy.
WebGuy	• WebGuy is a popular program among USAFA parents and families. The team of photojournalists posts timely photos, videos and blogs throughout the year that help parents and families stay connected to the Academy and their cadets/cadet candidates. • Every year, the WebGuy team takes more than a half-million photos of cadets and cadet candidates to share with parent and family members.

Strategic Communication and Brand Management Plans - Questions

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Hot Topics, Emerging Issues and Special Interest Items

- On-Going Changes of USAFA Leadership
- Faculty, Staff and Curriculum Changes at USAFA
- Executive Order on Correction of Military Records
- Upcoming AOG Board Election

Change of USAFA Leadership

- Superintendent: Outgoing – Lt Gen Tony Bauernfind; Incoming – Maj Gen Paul Moga*
- Dean: Brig Gen James Valpiani
- Commandant: Departed – Brig Gen Gavin Marks; In-place – Col Brandon Tellez
- Director of Athletics: Departed – Mr Nathan Pine; Incoming – TBD

Theme	Message	Audience	Posture
Departed/Departing USAFA leadership	"It has been an honor and privilege to serve and support USAFA under <leader's name> leadership. We wish them all the best in their future endeavors."	All	Active or Response to Query as desired. Press release or statement/Checkpoints
Incoming leadership	"<leader's name> has a long and distinguished service record. We look forward to continuing to serve and support USAFA under their leadership."	All	Active or Response to Query as desired. Press release or statement/Checkpoints
Circumstances surrounding change of leadership	“USAFA senior leaders serve at the pleasure of the President and Department of War leadership. Those leaders determine the timing and circumstances of leadership changes; it would be inappropriate to speculate on those circumstances."	All	Passive/Respond to Query. Refer to DAF or USAFA public affairs for further comment.

**Pending confirmation*

Faculty, Staff and Curriculum Changes at USAFA

- USAFA has seen a reduction in civil service positions commensurate with reductions in the size of the civilian workforce DoW-wide. Further reductions have been considered, but have not been enacted
- USAFA leadership continues work to limit impact to the individual civilian employees impacted by the reductions
- The new Dean, Brig Gen Valpiani, is examining the current curriculum and faculty composition to ensure it is postured to properly prepare cadets to assume leadership roles in the Air and Space Forces

Theme	Message	Audience	Posture
Civilian Faculty Reductions/ Changes in Military to Civilian Faculty Ratio	"All Air and Space Force organizations periodically review the size and makeup of their workforce. USAFA has routinely adjusted the size and makeup of the faculty over the years and made changes to ensure it meets the needs and mission of the Academy."	All	Passive/Respond to Query. Refer to USAFA for further comment.
Curriculum Review/Changes	"USAFA has periodically reviewed and updated the curriculum since its inception to endure it remains current and relevant to the needs of cadet and officer candidate development. We do not have purview into the specifics of the debate or rationale for specific changes; we leave it to USAFA faculty and leadership to perform that role effectively."	All	Passive/Respond to Query. Refer to USAFA for further comment.
Circumstances surrounding change of leadership	"All senior military leaders serve at the pleasure of the President and Department of War leadership. It would be inappropriate to speculate on circumstances surrounding any leadership change."	All	Passive/Respond to Query. Refer to DAF for further comment.

Executive Order on Correction of Military Records

Reference: https://www.presidency.ucsb.edu/documents/executive-order-14184-reinstating-service-members-discharged-under-the-militarys-covid-19

Theme	Message	Audience	Posture
AOG Position and Actions Related to Correction of Military Records	"The AOG believes the record of every military member should accurately and correctly reflect that member's service. We actively support correction of every member's record as dictated by law, regulation and executive order."	DoW and Administration leadership, and Members of Congress	Active as planned or desired. Direct Engagement.
AOG Position and Actions Related to Correction of Military Records Connected to Executive Order 14184	"EO 14184 directs correct action to redress action taken related to COVID-19, including re-instatement of military members and correction of military records. We have received feedback from our membership regarding the slow pace of action related to the Order. We encourage you to look into this matter to ascertain the pace and veracity of its implementation. We are prepared to provide details of specific cases at your request."	DoW and Administration leadership, and Members of Congress	Active as planned or desired. Direct Engagement.
AOG Position and Actions Related to Correction of Military Records (Including EO 14184)	"The AOG believes the record of every military member should accurately and correctly reflect that member's service. We are committed to actively supporting correction of any AOG member's record as dictated by law, regulation and executive order." "The means by which the AOG can assist in the correction of military records are: "	All	Active as planned or desired. Information on website and in published products.

Upcoming AOG Election

- Next Board election will be 2 Feb to 2 Mar 2027
- Six new Directors will be elected
- Anyone wishing to run must submit a candidate package by 2 Oct 2026

Theme	Message	Audience	Posture
Election Details and Logistics	"AOG membership elects a portion of its Board of Directors every two years. The next election will be 2 February to 2 March 2027, when six new Directors will be elected."	All	Active. Press release or statement/Checkpoints
Giving Graduates a Voice	"Voting for Directors is one way AOG members can shape the priorities and activities of the AOG. We encourage every eligible member to vote."	All	Active. Press release or statement/Checkpoints
Requirements to vote and to be a candidate for election	"All AOG graduate members are eligible to vote; graduates who are not members can join the AOG at no cost and vote in the election." Graduate members interested in running for a Board seat must submit a candidate package by 2 October 2026."	All	Active. Press release or statement/Checkpoints
Where to go to find out more	"Anyone who wants more details or has additional questions can go to the Association & Foundation Website or contact the staff directly at elections@usafa.org."	All	Active. Press release or statement/Checkpoints

DRAFT

Hot Topics, Emerging Issues and Special Interest Items

- On-Going Changes of USAFA Leadership
- Faculty, Staff and Curriculum Changes at USAFA
- Executive Order on Correction of Military Records
- Upcoming AOG Board Election
- Personal Behavior of USAFA Alumni/AOG members
- Pending AOG/Foundation capital campaign

Tasks for Upcoming Boards

- Finalize proposed language for ByLaws and other governing documents; submit to the Board for approval – April Board
- Identify any hot topics, emerging issues and special interest items; propose associated positions and messages – April Board
- Develop proposed enduring themes and messages for Board approval (use current road show deck as the starting point) – July Board
- ***Begin development of an annual External Engagement plan – October Board***

Back-ups

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Purpose of the Committee

To support the Vision, Mission and activities of the Association of Graduates by facilitating purposeful, proactive and consistent engagement with external stakeholders and the Graduate Community.

Provide AOG Board members and staff with a current, consistent set of themes and messages to support them in their activities and engagements, both official and as desired, unofficial.

Committee Responsibilities

Working with AOG Staff, develop and submit for Board approval enduring themes and messages as related to the Association of Graduates purpose and major initiatives.

Working with AOG Staff, develop and submit for Board approval an annual external engagement plan that includes but is not limited to the Board of Visitors, Congress, the Department of the Air Force and leadership of the United States Air Force Academy.

Working with AOG leadership and staff, develop and submit for Board approval proposed messages and engagements for emerging issues, hot topics and special interest items.

Assemble and maintain for Director and Staff use a “Smart Book” that includes but is not limited to the current “Roadshow” slide deck, annual themes and messages, talking points for hot topics and example “elevator speeches” for use as desired.

Committee Battle Rhythm

- Not Less Than Annually
  - Review, update and submit enduring themes and messages for Board approval
  - Develop and submit a recommended annual engagement plan for Board approval
- Between Board Meetings
  - Identify potential emerging issues, hot topics and special interest items; recommend themes and messages as required
  - Monitor engagement activity, including those related to special interest items
  - Review enduring themes and messages, propose adjustments (as necessary)
- As Needed
  - Call for out-of-cycle Board meetings to address external communications needs related to emerging and urgent issues
  - Entertain and act on out-of-cycle external engagement needs and proposals

Director Rights and Responsibilities

Act as an official representative of the Board only with approval.

When speaking as a representative of the Board, use only approved themes and messages.

Submit proposed themes, messages, special interest items and engagement recommendations for Board consideration through the committee.

As desired, advise the Committee when meeting with external stakeholders that may also serve as an engagement opportunity.

Notes:

1. Directors who communicate personal opinions independent of Board positions must not do so in their capacity as a Director.
2. The CEO retains the authority and responsibility to engage and communicate externally without the need for explicit Board approval.

Committee Membership

Gen (ret) DT Thompson, Chair

Mr Mark Hille, CEO (by position)

Col (ret) John Cinnamon, CAS President (by position)

Mr Chris Evans

Primary AOG Staff Support: Mr Wyatt Hornsby, SVP Marketing & Communications

Executive Order 14184—Reinstating Service Members Discharged Under the Military's COVID-19 Vaccination Mandate (January 27, 2025)

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered:

Section 1. *Purpose and Policy*. On August 24, 2021, the Secretary of Defense mandated that all service members receive the COVID-19 vaccine. The Secretary of Defense later rescinded the mandate on January 10, 2023. The vaccine mandate was an unfair, overbroad, and completely unnecessary burden on our service members. Further, the military unjustly discharged those who refused the vaccine, regardless of the years of service given to our Nation, after failing to grant many of them an exemption that they should have received. Federal Government redress of any wrongful dismissals is overdue.

Sec. 2. *Redress*. Consistent with the policies announced in section 1 of this order, the Secretary of Defense or the Secretary of Homeland Security, as appropriate, shall take all necessary action permitted by law to:

(a) make reinstatement available to all members of the military (active and reserve) who were discharged solely for refusal to receive the COVID-19 vaccine and who request to be reinstated;

(b) enable those service members reinstated under this section to revert to their former rank and receive full back pay, benefits, bonus payments, or compensation; and

(c) allow any service members who provide a written and sworn attestation that they voluntarily left the service or allowed their service to lapse according to appropriate procedures, rather than be vaccinated under the vaccine mandate, to return to service with no impact on their service status, rank, or pay.

Sec. 3. *Additional Agency Responsibilities*. (a) Nothing in this order precludes disciplinary or administrative action for conduct that is proscribed by chapter 47 of title 10, United States Code (Uniform Code of Military Justice, 10 U.S.C. 801-946a).

(b) Within 60 days of the date of this order, the Secretary of Defense and the Secretary of Homeland Security shall report to the President through the Assistant to the President for National Security Affairs on their progress in implementing this order.

Sec. 4. *Severability*. If any provision of this order, or the application of any provision to any person or circumstance, is held to be invalid, the remainder of this order and the application of its provisions to any other persons or circumstances shall not be affected thereby.

Sec. 5. *General Provisions*. (a) Nothing in this order shall be construed to impair or otherwise affect:

(i) the authority granted by law to an executive department, agency, or the head thereof; or

(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.

(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

Executive Summary: Strategic Communications and Brand Management Plan

July 13, 2026

The U.S. Air Force Academy Association & Foundation's Strategic Communications and Brand Management Plan is an enterprise-wide framework for how we communicate with graduates, cadets and cadet candidates, parents, donors, Academy leaders and other key stakeholders. It ensures that every communication advances the Association & Foundation's mission: to support the Academy, serve graduates and preserve the heritage of the institution.

The framework aligns all marketing and communications activities with the Association & Foundation's strategic plan to maintain and build trust with our audiences, strengthen our brand and reputation, and foster lifelong engagement with and participation among the Long Blue Line. The framework ensures our messaging is accurate, recognizable, consistent, mission-focused and audience-centered.

Specifically, the plan supports each of the organization's strategic imperatives by:

- Strengthening and protecting the Association & Foundation brand.
- Increasing awareness of the Association & Foundation's joint mission and impact.
- Deepening graduate pride, engagement and participation.
- Preserving Academy history and heritage.
- Supporting philanthropy through compelling storytelling about the impact of private support.
- Maintaining readiness to respond effectively during crises and emerging issues.

The plan establishes enterprise-wide standards for branding, messaging, communications channels, editorial practices and crisis communications. It defines the responsibilities of the marketing and communications division in coordinating external messaging across the organization while partnering closely with Academy Public Affairs and Strategic Communications when appropriate.

The plan recognizes that our audiences consume information differently and therefore emphasizes integrated, synchronized communications across digital platforms, social

media, print publications, podcasts, email, video, events and other channels. Every communication should reinforce a consistent narrative centered on our serve, support and preserve mission, while recognizing graduate achievements.

The plan reinforces several principles that protect and bolster the Association & Foundation's credibility:

- Communications must be factual, accurate and transparent.
- Messaging must be mission-aligned.
- Brand standards will ensure consistency across all organizational communications.
- Data and audience insights should be used to evaluate effectiveness and continually improve performance.
- Crisis communications planning enables timely, coordinated responses to issues that could affect organizational reputation or stakeholder confidence.

Under this framework, communications are being managed strategically, consistently and in alignment with the organization's mission, operational needs and long-term priorities. It establishes accountability by assigning responsibility for implementation, measurement and periodic review to the SVP of Marketing and Communications, with recommendations for significant changes brought forward to senior leadership and, when appropriate, the governing boards of the Association of Graduates and the Air Force Academy Foundation.

Ultimately, effective communications are not simply about sharing information; they are a strategic asset that strengthens relationships and engagement, builds trust, supports philanthropy and reinforces the enduring connection between the Academy and the Long Blue Line.



Strategic Communications and Brand Management Plan

U.S. Air Force Academy Association & Foundation

July 13, 2026

Author: Wyatt Hornsby, APR, Senior Vice President of Marketing and Communications

Executive Summary

This Strategic Communications and Brand Management Plan is an enterprise framework for how the U.S. Air Force Academy Association & Foundation communicates with our audiences. It ensures every communication reinforces trust, strengthens the Association & Foundation brand and advances our mission.

As important, the framework guides how we apply audience insights, brand strategy, storytelling and data insights to increase awareness, meaningful engagement, participation and philanthropic support. Every communication should intentionally move audiences toward deeper relationships with the Association & Foundation and the Academy.

1. Goals and Objectives

The Strategic Communications and Brand Management Plan establishes an enterprise framework for how the U.S. Air Force Academy Association & Foundation communicates with its audiences. Its purpose is to ensure every communication is consistent, authentic and effective, strengthening our brand while fostering enduring relationships with graduates, cadets, parents, donors, Academy leaders and other stakeholders.

Our communications will advance the Association & Foundation's mission — to support the Academy, serve graduates and preserve the heritage of the institution — by delivering information that is timely, relevant and informative. Guided by data and audience insights, we will tailor our messaging, channels and timing to maximize meaningful engagement, build trust and achieve measurable strategic outcomes.

Within our five-year strategic plan, the imperative most relevant to this plan is to **"Tell the story of our Academy, our graduates and our mission with our words and actions."** We accomplish this imperative, while supporting broader organization goals, in the following ways:

- Enhance and safeguard the brand and reputation of AOG and Foundation.
- Share the story of the Academy and our graduates in diverse and effective ways.
- Maintain readiness for successfully navigating crises and adverse developments.
- Create and foster lifelong connections between the Long Blue Line and the Academy.
- Preserve and celebrate the Academy's heritage and the accomplishments of the Long Blue Line.
- Foster a culture of professionalism and high performance, and an environment that fosters innovation.

2. Audiences

Stakeholders and audiences whose opinions matter to us	Influencers whose voices and opinions matter to us	Policymakers
• USAFA grads • AOG members • Donors • Parents/families • AOG/Foundation boards • A&F employees • USAFA leadership • A&F Senior Leadership Team and Leadership Council	• Chapters • Class Advisory Senate • NextGen Adv. Council • Affiliate groups • Parent groups • Class officers/scribes • Other supporting nonprofits • News media • Social media influencers	• Public officials • DOW • DAF • USAF leadership • USSF leadership • USAFA Board of Visitors

3. Delegation and Responsibility

The SVP of Marketing and Communications is responsible for coordinating messaging and channels and stewarding the overall brand strategy across the Association & Foundation. The SVP is the main liaison to U.S. Air Force Academy Strategic Communications and Public Affairs.

The SVP or their designee provides editorial oversight of enterprise communications, ensuring brand integrity, message clarity and information that is factual, professional, relevant, informative, user-friendly, error-free and strategic to the organization's goals. The SVP's primary delegates for specific aspects of communications are:

- Senior Director of Strategic Communications and Publications
- Director of Creative and Brand
- Director of Digital Engagement and Activation
- Senior Development Writer and Editor

The CEO and/or the governing boards of the AOG and the Foundation may from time to time charge the SVP with creating project-specific communications plans aligning with the framework of this document and organizational priorities.

4. Names

The U.S. Air Force Academy Association & Foundation is the name that represents the joint mission and vision of the Association of Graduates and the Air Force Academy Foundation.

Always use an ampersand when referring to the U.S. Air Force Academy Association & Foundation. Referring to the organization as the Association & Foundation on second reference is fine.

The Association of Graduates is the name of the official alumni association for the U.S. Air Force Academy. Use AOG on second reference. It is also okay to refer to the AOG as the Association on second reference.

The Air Force Academy Foundation is the name of the organization that raises private support for Academy programs. Use the Foundation on second reference.

5. Visual Identity/Branding

Visual identity includes the use of logos, typefaces, colors and imagery to create a clearly recognizable image. A successful visual identity helps us develop strong name and brand recognition by defining a consistent, cohesive "look" that audiences instantly recognize in our materials. This includes the use of templates/logos on all outgoing communications.

For logo usage, we should generally default to the U.S. Air Force Academy Association & Foundation logo, as follows:



In other cases, the Association of Graduates logo or the Air Force Academy Foundation logo may be appropriate. These cases are delineated in the "Guidance for Logo Use" document that is maintained by the marketing and communications division.

The creative and brand department oversees use of the brand and brand strategy and maintains brand guidelines and standards.

6. Brands and Key Messages

Following are our flagship brands and key messages for each:

Brand	Key Messages
U.S. Air Force Academy Association & Foundation 	• The U.S. Air Force Academy Association & Foundation represents the joint mission of the Association of Graduates and the Air Force Academy Foundation. • The AOG and Foundation are independent nonprofit organizations that share a joint vision and mission, common goals and a staff. By working together, we are better able to execute our mission, operate

	efficiently, speak with a unified voice and maximize impact. • Together, our mission is to support the Academy, serve graduates and preserve the heritage of the institution. • Our vision is to be an Association & Foundation of influence and impact, supporting the Academy's enduring mission of developing leaders of character for the nation, and providing a lifetime of service to the Long Blue Line. • Our aim is to be both present AND relevant in the lives of all graduates, especially at key moments. • Our programs are mission-centered and designed to increase pride, engagement and participation among all constituents.
Association of Graduates ASSOCIATION OF GRADUATES U.S. AIR FORCE ACADEMY	• The Association of Graduates is the official alumni organization for U.S. Air Force Academy graduates. • A 16-member board of directors governs the AOG. • We invite all Academy graduates to join and play an active role in their Association. • Membership in the Association is available at no cost to USAFA graduates. • The AOG offers a variety of services and programs that graduates value, including class reunions, chapter connections and support, career services, *Checkpoints* magazine and Next of Kin support. • Our focus on relevance drives us to continually refine our graduate and parent engagement programs, particularly those for cadets and recent graduates.
Air Force Academy Foundation AIR FORCE ACADEMY FOUNDATION U.S. AIR FORCE ACADEMY	• The Air Force Academy Foundation exists to raise private support for the Academy and steward all donations. • A board of directors governs the Foundation. • While government funding provides adequate support for the Academy's core programs and baseline needs, it is often not enough to ensure the best possible experience for cadets and excellence across all mission elements. Private funding from philanthropy permits us and the Academy to seize opportunities and develop new programs more nimbly than the normal appropriations process allows. Private funding can also close the gap between a facility that meets core Academy needs and a facility that is state-of-the-art and world-class and represents excellence in all we do.

	• The Foundation raises money for projects and priorities across all USAFA mission elements (military, academic and athletic).

We manage programs and initiatives that are valuable brand assets and connect to our engagement, philanthropy, stewardship and communications strategies. These include:

Program/Initiative	**Key Messages**
1Day1USAFA	• 1Day1USAFA is an annual day of giving when the Long Blue Line and all who care about USAFA come together to support the Academy. • Gifts of any size make a difference and will go to work in supporting the USAFA mission, graduate services and heritage programs. • 1Day1USAFA provides meaningful and even fun opportunities for class giving projects, challenges and competitions to see who can raise the most money for a project or get the most donors to participate. • 1Day1USAFA is presented by the U.S. Air Force Academy Association & Foundation.
Air Force Academy Fund	• The Air Force Academy Fund is an unrestricted, flexible-use annual fund. It enables the Air Force Academy Foundation to serve and support the Air Force Academy in its mission to develop leaders of character. • Gifts to the Air Force Academy Fund immediately further the work of people and programs vital to mission success. • Gifts to the Air Force Academy Fund provide supplemental support to cadet programs and the Academy's immediate strategic needs as identified by the superintendent. • The Air Force Academy Fund supports graduate programs and services and the work of the Air Force Academy Foundation and Association of Graduates in supporting the Academy, serving graduates and preserving the heritage of the institution.
Checkpoints magazine	• *Checkpoints* magazine is the official graduate magazine of the Air Force Academy. From its humble beginnings in 1965 as a black-and-white newsprint piece to the award-winning publication graduates receive today, its focus has not changed: to tell Academy and graduate stories. • *Checkpoints* is published in March, June, September and December and is filled with information about graduates, cadets and the Academy. It is the only

	magazine of its kind for the Academy and is available in print and digitally to all members. • *Checkpoints* magazine is a key Association of Graduates membership benefit. • The magazine is an award-winning publication, recognized by the Council for Advancement and Support of Education for excellence in college and university magazine publication.
Doolittle Outfitters	• Doolittle Outfitters is the official store of the U.S. Air Force Academy Association & Foundation, offering high-quality USAFA-branded apparel, gear and gifts that let you show your pride. • Purchases help further our mission to support the Academy, serve graduates and preserve the heritage of the institution and Long Blue Line. • Based in Doolittle Hall, Doolittle Outfitters is a popular place to visit during reunions, cadet family events, inprocessing and more. • Doolittle Outfitters also sells apparel and gear on our website at shop.usafa.org.
give.usafa.org (GiveCampus)	• Our give.usafa.org site is the Association & Foundation's primary giving platform. • The USAFA community can support many projects benefiting cadets and the Academy. It's easy to use, and virtually every payment method is accepted. • The site is powered by GiveCampus.
Long Blue Line Podcast Network	• *Long Blue Leadership* is a podcast about leadership and character development. • It's the flagship show of Long Blue Line Podcast Network, available wherever you get your podcasts. • The show features exceptional Air Force Academy graduates candidly sharing their stories and discussing their leadership philosophies and styles. • Our host and guests cover leadership-themed topics of interest to Academy cadets, cadet parents and families, graduates, and all members of the Long Blue Line community.
Membership for all graduates	• Expanding membership to all graduates enhances opportunities to connect with and support each other, stay in touch with the Academy, and support cadets. • Graduates earn their membership when they graduate from the Air Force Academy. That's why membership is available at no cost. Members elect AOG board representatives, giving them a say in the direction of the AOG.

	• With you, we are stronger. Your experiences, voice and perspective help inform our actions and ensure inclusivity today, and for decades to come. • Members are the first to know about important items that impact our Academy, cadets and graduates and ensure our shared bond remains steadfast. • Graduates who aren't yet members and wish to join can do so at: membership4grads.usafa.org.
Sabre Society	• The Sabre Society includes graduates, parents and friends who believe in the Academy's mission and make leadership gifts of $1,000 or more annually to the Air Force Academy Fund or $10,000 or more annually to any restricted fund. • Benefits of Sabre Society membership include: 1. Invitations to events in every region of the country. 2. Monthly donor impact spotlight discussions offered a day earlier than their appearance in the *Air Force Gradcast* podcast. 3. Opportunities to interact with key Academy staff and fellow Sabre Society donors. 4. Name recognition in the online annual donor honor roll. 5. Satisfaction of knowing your gifts provide leadership-level support to the Academy.
WebGuy	• WebGuy is a popular program among USAFA parents and families. The team of photojournalists posts timely photos, videos and blogs throughout the year that help parents and families stay connected to the Academy and their cadets/cadet candidates. • Every year, the WebGuy team takes more than a half-million photos of cadets and cadet candidates to share with parent and family members.

7. Style

The Association & Foundation adheres to *AP Stylebook* with some exceptions that are appropriate for a military environment and formal communications (USAFA also uses AP style). The marketing and communications division maintains a style guide and makes the guide available to all staff.

8. Communications Channels

Web properties
All web properties should have a cohesive look and feel. The usafa.org website is the central platform for sharing our story and providing graduates with a seamless place to

engage, connect, access benefits, deepen awareness and actively participate in their community. It is continually updated with the latest events and news.

- Primary site: usafa.org
- Doolittle Outfitters: shop.usafa.org
- Gift planning: legacy.usafa.org (powered by Crescendo)
- Give Campus: give.usafa.org
- *Long Blue Leadership*: longblueleadership.org (podcasts integrated into main website)
- WebGuy: usafawebguy.com

Social media
We use social media to engage audiences, foster community, strengthen lifelong connections, share timely information and provide graduates and families with meaningful content. We tailor content to each platform to maximize relevance and impact. While we occasionally use social media to solicit philanthropic support, we do so thoughtfully. To manage our social media ecosystem effectively, we utilize Sprout Social, a best-in-class platform enabling us to schedule content, track engagement, respond to our community and analyze performance metrics.

Platform	Type	Purpose
Facebook	Social media	Most effective in reaching older audiences
Flickr	Photo hosting/sharing	Publicly accessible photos from events
Instagram	Social media	Visual storytelling and engagement; most effective with younger audiences
LinkedIn	Social media	Career networking, job postings, organizational updates
Threads	Social media	Real-time, as-it-happens updates
X (formerly Twitter)	Social media	Real-time, as-it-happens updates
YouTube	Video hosting/sharing	Videos of all kinds

Email
We use email as a primary channel to deliver timely and targeted communications. Email enables us to share important updates and inspire action through solicitations, appeals and invitations. We strive for our emails to be as targeted as possible and to use data to inform segmentation strategy. Our email marketing is managed through Emma, a best-in-class platform helping us make data-driven decisions, stay abreast of email marketing best practices and comply with the law. Key email communications:

- Flagship e-newsletters
    - *ZoomiEnews* – Biweekly updates for graduates and parents/families.
    - *Leading Edge* – *Leading Edge* constitutes two of three mailings geared toward reporting broad donor impact; the annual impact report is the third.
    - *Mission Focus* – Weekly update to staff.
    - *Checkpoints* – Quarterly announcement for AOG members.
    - *NextGen* – Quarterly communications to the NextGen community.

- Broadcast emails – Targeted appeals, timely or urgent updates, member notifications and calls to action, segmented messaging and important notices.
- Event invitations – Personalized outreach encouraging participation and engagement in key Academy and community events.

Video/Multimedia
We enhance the Association & Foundation's visibility, foster engagement and deepen pride by producing and distributing high-quality, compelling multimedia content that tells the story of the Academy, its graduates and its mission. This reaches audiences across multiple platforms and strengthens connections with alumni, families and supporters. We leverage social media, YouTube and events for our multimedia engagement.

Audio/Podcast
As part of our multimedia strategy, we leverage podcasting to deliver high-quality, on-demand and story-centered content to our audiences. Long Blue Line Podcast Network is "powered" by the Association & Foundation and the overarching brand for our podcast operation. It features in-depth conversations with graduates, as well as news and updates — all available on leading podcast platforms.

Podcast Program	Frequency	Purpose
Long Blue Leadership	Every 2 weeks	Leadership-focused conversations with graduates; evergreen in nature; relevant to graduates and anyone interested in leadership development
Air Force Gradcast	Monthly	News and updates for graduates
Heritage Minute Podcast	Monthly	USAFA history and heritage storytelling

Postal Mail
We use mail to deliver content that informs, engages, stewards, invites and solicits.
- *Checkpoints* magazine, print – quarterly
- *Leading Edge* newsletter – twice annually
- Annual impact report
- Stewardship
- Air Force Academy Fund calendar
- *Legacy* newsletter focused on gift planning – twice annually
- Fundraising appeals
- Invitations

Events/In-Person Experiences
We leverage in-person experiences and events to create engagement, strengthen connections, inform and inspire pride. Events are not primarily used for solicitation, but they serve as valuable opportunities for identifying and cultivating supporters, facilitating peer-to-peer engagement and giving, and creating brand experiences.

Doolittle and Wecker Halls; Doolittle Campus
Brand and heritage experiences throughout. Meetings and gathering spaces.

Doolittle Outfitters
Doolittle Outfitters features branded apparel and gear, available at Doolittle Hall and through the shop.usafa.org site, to allow graduates and families to show their pride.

Feedback
Feedback is continually gathered both passively and through our periodic alumni survey, which is conducted every 3-4 years to gauge level of pride, awareness and engagement. Additionally, we conduct occasional non-scientific polls. We also receive feedback through our website contact page.

9. Frequency and Synchronization

We ensure our communications are cohesively messaged, harmonized and synchronized. The marketing and communications division maintains a communications calendar that includes audiences, timing and key messages.

10. Communications Matrix

E = Engagement; P = Philanthropy; S = Stewardship; C = Communication; O = Organizational Excellence

Product	Audience	Frequency	E	P	S	C	O	KPIs	Responsibility
Air Force Academy Fund calendar	Donors	Annual			X	X		Submissions, Sabre Society donors	Comms
Annual impact report	Donors	Annual		X	X	X		Donor feedback	Comms / Development
AOG member notifications	AOG members	Ongoing	X			X		Reader engagement	Comms / Alumni Relations / CEO
Checkpoints - print	AOG members	Quarterly	X	X (stories)	X	X		Reader engagement	Comms
Email blasts	Varies	Ongoing	X	X	X	X		Opens, clicks, conversions	Comms
Events	Varies	Ongoing	X		X	X		Attendance	Alumni Relations / Development / Engagement
Fundraising materials	Donors	Ongoing		X	X			Conversions	Comms / Development
Here's A Toast	Grads, families	Annual	X			X		Subscriptions, accuracy	Comms / Alumni Relations
Leading Edge	Donors	Biannual			X	X		Reader engagement	Comms / Development
Legacy	Donors	Biannual		X	X	X		Reader engagement	Comms / Development
Mission Focus	Staff	Weekly					X	Opens + clicks	Comms
NextGen engagement	NextGen grads	Quarterly	X			X		Opens, clicks + responses	Comms / Engagement / CEO
Parent Membership Guide	Parents / families	Annual	X			X		Parent memberships sold	Comms Alumni Relations
Podcast	Grads and all	Biweekly and monthly	X		X	X		Downloads; duration of	Comms / Engagement

	interested in USAFA							listens; listener feedback	
Reunion memorial brochures	Grads	Annual	X					Class satisfaction	Comms / Alumni Relations
Social media	Grads, parents, donors	Daily	X	X (limited)		X		Growth, engagement, conversions	Comms
Solicitations	Grads, parents, donors	Ongoing		X				Conversions	Development
USAFA Memorial Ceremony book	Grads, families, Academy	Annual	X			X		Accuracy	Comms / Alumni Relations
USAFA.org	Grads, parents, donors	Ongoing	X	X	X	X	X	Various site traffic metrics	Comms / IT
ZoomiEnews	Grads	Biweekly	X	X		X		Opens + clicks	Comms

11. Communications Standards

Facts and Accuracy

The Association & Foundation deals in facts, and the information we share must be accurate and defendable. We will never engage in speculation, innuendo or misinformation in our communications. Doing so erodes our credibility, undermines our mission and violates professional ethics. If we inadvertently share or facilitate the sharing of incorrect information, we will admit to it, issue a plain-English correction or clarification and, if needed, apologize.

In cases where we choose to facilitate opinion-based communications reaching our key audiences, such communications must 1) be mission-focused and/or directly relevant to the mission, 2) contain a factual basis, 3) be apolitical, 4) have balance, and 5) be intended to help foster constructive dialogue and exchange of ideas.

We will stand firm against misinformation and disinformation and, when necessary, call it out if it threatens the reputation of the AOG, the Foundation and/or the Academy.

Content Moderation

In general, we avoid censoring unfavorable content generated by our audience, such as comments on our social media channels. We will, however, take appropriate action if a comment is a personal attack, engages in hate speech, incites violence, involves stereotypes or is spam, phishing, etc. In these rare instances, such action may include hiding or, in extreme cases, deleting a comment or possibly reporting the individual to the appropriate authorities. It could also include reporting the user through the social media platform or banning them from our page.

If a comment on our social media channels spreads misinformation or disinformation and is not corrected by a community member, we may choose to provide accurate

information that sets the record straight, always conducting ourselves in a friendly, professional manner.

Managing Editors
All Association & Foundation publications will have an assigned managing editor whose job is to ensure excellent, on-brand writing and error-free results. Managing editors will be assigned for event programs, event signage, save-the-dates and invitations, booklets, videos, social media campaigns, digital and printed newsletters, magazines, reports, etc. The same managing editor rigor put into our flagship publications such as *Checkpoints*, *Leading Edge* and our annual Impact Report applies to all publications.

Acronyms
Acronyms can improve efficiency for internal audiences, but they can create confusion for graduates and other external stakeholders who may not be familiar with organization-specific terminology. Some well-known acronyms are fine to use, e.g., NASA, USAFA, USAF. Avoid unnecessary or excessive acronyms, particularly in public-facing communications, and always write with the assumption that the audience may be encountering the term for the first time.

Quality Assurance/Control
All outgoing communications should be vetted for errors. Staff should use the Operation Failsafe checklist and similar tools to check for errors and ensure content accuracy. We also work with a professional proofreading firm, particularly for print products.

Reporting Practices
The marketing and communications division uses data to continually improve our work and achieve results. As such, we use platforms and tools (e.g., Google Analytics, Emma, Sprout) that generate reporting and allow for analysis of results and effectiveness. We continually evaluate our platforms and tools to ensure they are in line with best practices.

The SVP of Marketing and Communications or their designee will develop a useful means of tracking the effectiveness of our communications, in line with the organization's strategic goals (see Communications Matrix above for examples of KPIs).

Use of Aircraft Imagery and Art
We will use imagery of aircraft from official sources only. Any photographs or artwork of aircraft selected for inclusion in advertisements, newsletters, magazines, brochures, e-communications, videos, webpages/sites, social media posts, etc. should come directly from official U.S. Air Force or Department of Defense/War sources.

Additionally, any art files created should be of U.S. Air Force aircraft that are specifically highlighted on the USAF website or DOD/W pages. Generic aircraft images found elsewhere, such as on stock art websites, should be avoided.

We will under no circumstances use any photograph, web art file or depiction of unknown origin, particularly as it relates to images of aircraft.

12. Crisis and Emergency Communications

The SVP of Marketing and Communications is responsible for maintaining and updating a Crisis Communications and Issues Management Plan providing guidance and a roadmap for successfully managing adverse situations. An adverse situation is one that threatens the reputation of our organizations and how graduates, donors and other key audiences may feel about the U.S. Air Force Academy. It may also involve enterprise risk.

When needed, the SVP of Marketing and Communications or their designee will coordinate with USAFA and issue messaging to all key stakeholders, including senior leaders, employees, board directors, volunteers and others.

13. Conclusion

Strategic communications is more than the dissemination of information. It is a leadership function that builds trust, strengthens relationships, supports philanthropy, protects reputation and reinforces the enduring bonds between the Academy and the Long Blue Line. This framework ensures those efforts remain intentional, coordinated and mission-focused.

Crisis Communications and Issues Management Plan

U.S. Air Force Academy Association & Foundation

July 13, 2026

Author: Wyatt Hornsby, APR, Senior Vice President of Marketing and Communications

Executive Summary

The Crisis Communications and Issues Management Plan creates a scalable framework for 1) monitoring/managing issues and 2) successfully managing crises to safeguard people, support operational response, preserve trust and protect the U.S. Air Force Academy Association & Foundation's reputation.

The plan includes objectives, types and levels of crises, key audiences, assessment tools, a step-by-step action plan, guiding principles and sample statements. It supports the Association & Foundation's Enterprise Risk Management Plan under development.

Effective management of crises is vital to the mission, vision and reputation of the U.S. Air Force Academy Association & Foundation.

1. Objectives

Warren Buffett once famously said, "It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently." During a crisis, U.S. Air Force Academy Association & Foundation communications should seek to:

- Protect life and safety.
- Preserve trust through timely, accurate communication.
- Support the U.S. Air Force Academy when it is leading the response.
- Protect the Association & Foundation's reputation and relationships.
- Minimize misinformation and disinformation.
- Help restore confidence after the crisis concludes.

2. Types of Crises/Issues

Type	Description
Immediate/ Sudden	A crisis that happens quickly and "out of the blue," affording little or no time for preparation. These require rapid fact-finding and response.
Emerging	An issue that has percolated for some time and could become a crisis. These require ongoing monitoring/management and typically allow for advanced planning and research. Efforts should be on crisis prevention.
Sustained	Crisis requiring long-term management to deal with ongoing threats to reputation, business results, business climate, etc.

3. Levels and Locations of Crises

Because not all crises are of equal threat or scope, our approach should be proportional to the crisis, as follows:

Level	Description
Level 1: Operational	Limited operational issue, e.g., isolated member complaint, negative social media activity.
Level 2: Reputational	Significant reputational issue, e.g., board controversy, employee misconduct, donor-confidence concern.
Level 3: Enterprise	Enterprise crisis, e.g., data breach, criminal allegations, major misconduct, fatality, national media event. These are delineated within the Enterprise Risk Management Plan under development.

These can occur within:

USAFA – Crisis that happens within USAFA, in which case USAFA leads the response and the U.S. Air Force Academy Association & Foundation supports with graduate- and donor-specific outreach, as needed. In these situations, the Association & Foundation often fields questions and concerns from graduates and donors who may be demanding we take a position, say something, etc. USAFA-level crises may involve:

- Policy changes
- Cadet activities
- Honor Code scandals
- Sexual assault/harassment scandals
- Charges or accusations involving senior leaders
- Natural disasters
- Security/safety breaches
- Controversial publication or media events involving cadets, staff and leadership
- Mis/disinformation about the Academy

Association of Graduates – Crisis specific to the AOG and/or the graduate community. In these situations, the AOG handles the response. Consult with AOG board chair and External Communications Committee chair as appropriate.

Air Force Academy Foundation – Crisis specific to the Foundation and could impact donor confidence. In these situations, the Foundation handles the response. Consult with Foundation board chair as appropriate.

Association & Foundation – Crisis specific to the joint mission of the Association & Foundation. In these situations, the A&F together respond with a joint voice. Consult with AOG and Foundation board chairs as appropriate.

Periphery – Issues that are not immediately in our world but may generate controversy within the graduate community. These may require our careful management.

4. Operating When USAFA Leads the Crisis

When USAFA has authority over responding to and managing a crisis that affects our audiences, we must strike the right balance between supporting the Academy and serving graduates. In these situations:

- USAFA owns the messaging.
- We support — and do not compete against — USAFA's response.
- If needed, we faithfully translate Academy information for graduates and donors.
- We avoid creating conflicting narratives.
- We communicate our own actions and responsibilities clearly.
- We know when to refer inquiries rather than speculate.
- We create a hold statement if the Academy needs time for an official response.
- We advise the Academy but never tell it what to do.

5. Key Constituencies

In our crisis communications, we should consider what and how we communicate — or not — with our key constituencies. Some of these constituencies are more appropriately reached by USAFA, but we should inventory them for planning purposes:

Key stakeholders and audiences whose opinions matter to us	Influencers whose voices and opinions matter to us	Policymakers
• USAFA grads • AOG members • Donors • Parents/families • AOG/Foundation boards • A&F employees • USAFA leadership • A&F Senior Leadership Team and Leadership Council	• Chapters • Class Advisory Senate • NextGen Adv. Council • Affiliate groups • Parent groups • Class officers/scribes • Other supporting nonprofits • News media • Social media influencers	• Public officials • DOW • DAF • USAF leadership • USSF leadership • USAFA Board of Visitors

6. Crisis Communications Team

The following Association & Foundation leaders and staff are members of the crisis communications team. An "R" indicates who is on the Rapid Response Team:

- President and CEO – Key communicator with AOG and Foundation boards and USAFA top leadership; main spokesperson
- Sr. Vice President, Marketing and Communications (R)
    - Liaison to USAFA Public Affairs and Strategic Communications
    - Overall management of crisis communications planning and response

    - Point of contact for staff receiving inquiries
    - Secondary spokesperson (primarily for media)
- Chief Financial Officer – Operational lead for enterprise risk situations
- Executive Vice President, Alumni Relations
- Executive Vice President, Development
- Sr. Vice President, Engagement
- Sr. Director of Strategic Communications and Publications (R)
- Director of Digital Engagement and Activation (R)
- Senior Development Writer and Editor (R)

The team should meet regularly to review the crisis communications plan, share information and discuss and assess ongoing issues to monitor/manage. The SVP of Marketing and Communications should host these conversations and drive enhancements to the plan. The SVP should also meet regularly with USAFA's chief of Strategic Communications and Public Affairs to ensure open lines of communication, information-sharing and joint planning.

7. Roles and Responsibilities with Activating Plan

When a crisis occurs, the SVP of Marketing and Communications activates the crisis communications plan and convenes the crisis communications team. If the SVP of Marketing and Communications is not aware of a crisis, he/she should be notified immediately by whoever is aware so the plan can be activated. If the SVP of Marketing and Communications is unavailable, the Sr. Director of Strategic Communications and Publications activates the plan and informs top leadership.

IMPORTANT: If the crisis requires law enforcement and/or first responders to protect the safety of individuals in harm's way, first contact should be with 9-1-1 emergency response, immediately followed by reporting to senior leadership.

8. Guiding Principles for Crisis Response

- *Truth first* – Tell the truth, tell it first and tell it all.[1] It's not just the right thing to do; if we don't tell the truth, someone else will, and that risks the reputation.
- *Heed the "golden hour"* – Be swift but intentional in information sharing. Delaying response may cause the damage to quickly accumulate. Use a hold statement to contain/firefight and provide time to complete fact gathering and coordination.
- *First-mover advantage* – Communicate early and often with verified information to establish credibility and reduce speculation. Speed should never come at the expense of accuracy.
- *Show we care* – Perception of indifference, including silence, frustrates and angers those whose opinions matter and erodes trust, potentially leading to public outrage. Show we care.
- *Say and do* – Ground our thinking in not just what to say but also what to do.

[1] Bruce Hennes, Hennes Communications

- *Mission first* – Stay focused on the mission to support, serve and preserve.
- *Remain apolitical* – Confidently communicate our apolitical nature to graduates and donors when they ask us to take a position on policy matters.
- *Do right by grads* – Thank graduates, donors and others for taking the time to contact us to share their feelings/thoughts on an issue and assure them that their feedback will be referred to the Academy.
- *Stick to facts* – Facts are the currency of trust. Avoid speculation.
- *Aim for closure* – Once the matter is resolved, aim to create closure with stakeholders so the issue can be put to rest.

9. Four-Question "Test"

Working through the following four questions in "Hour 1" can help assess the scope and degree of the threat, inform our advice to USAFA (as needed) and guide what we say and what we do to show we are taking appropriate action.[2]

1. Will those who matter to us expect us to do or say something now?
2. Will silence be seen either as indifference to the harm the crisis is causing, or as an affirmation of guilt/complicity?
3. Are others speaking about us now shaping the perception of us among those who matter to us?
4. If we wait, will we lose the ability to influence the outcome?

If the answer to any of these questions is yes, act now. If the answers to these questions are all no, monitor and manage the issue as appropriate.

10. Public Outrage

Public outrage is particularly perilous and can pose a fundamental threat to an organization. When facts establish that the organization has made a mistake or contributed to harm and public backlash is occurring, timely acknowledgment, accountability and a sincere apology can be the most effective means of quelling righteous anger and rebuilding trust. It is almost never a good idea when facing public outrage to be silent, sidestep accountability and evade — all of which can intensify anger, risk the integrity of the reputation and brand, and imperil the enterprise.

11. Step-By-Step Response Plan

"A general rule of thumb: More often than not, you'll be punished not for what you did, but for what you did after it happened." – Bruce Hennes, Hennes Communications

The following steps provide a framework for assessment and response. Some steps may not be needed for a given situation. The information in the "when" column is intended to suggest priority level, e.g., "Hour 1" means urgent action is required.

[2] Four-question test was developed by Helio Fred Garcia.

When (ideal)	Action	Responsible Party
Immediate	**IDENTIFY LOCATION AND LEVEL OF CRISIS** Where is the crisis occurring? • USAFA • AOG • Foundation • Association & Foundation • All of the above • Another relevant area Once level is determined, assess scope (operational, reputational, enterprise) and calibrate accordingly.	SVP of Marketing and Communications or designee
Immediate	**NOTIFY – FIRST WAVE (NEED TO KNOW NOW)** 1) First responders (if necessary) Call 911 if the crisis requires first responders, e.g., crime, medical issue, fire, etc. 2) Crisis communications team Notify crisis communications team; activate crisis communications plan. 3) USAFA PA/CM Contact USAFA Strategic Communications and Public Affairs to gather info on/notify of situation. If situation is within USAFA, USAFA takes lead with AOG/Foundation supporting/consulting. If situation is within AOG/Foundation, notify USAFA for situational awareness.	SVP of Marketing and Communications For first responder situations, any staff on scene should call 911
Hour 1	**START INCIDENT LOG** Track what happened and when (incident, decisions, actions, outcomes, etc.)	Sr. Director, Strategic Communications; Senior Development Writer and Editor; Director of Digital Engagement and Activation
Hour 1	**ISSUE PRELIMINARY HOLD STATEMENT** Develop preliminary hold statement and issue it to "need to know" audiences (see audience list above). This can be helpful in mitigating damaging false info being shared and in "slowing" things down, especially if USAFA needs time for its official statement. Hold statement should:	SVP of Marketing and Communications

	1) Acknowledge situation, e.g., we're aware. State only known facts. 2) Show appropriate level of empathy, e.g., we know this matter has caused concern. 3) Declare values/mission, e.g., we are committed to serving grads and providing helpful info. 4) State approach, e.g., we are in touch with USAFA leadership and gathering facts. 5) Indicate commitment/next step(s), e.g., will provide further updates later today. See below for sample hold statements.	
Hour 1	**MONITOR/TRACK/FIREFIGHT** Monitor and track what is being said and by whom on social media, on news, via e-mail, etc. (can be part of incident log). Use hold statement to "firefight" and maintain control. Collect all inquiries. Continue using approved hold statement. Ensure status check-ins so everyone is on the same page (in-person, email, text).	Sr. Director, Strategic Communications; Senior Development Writer and Editor; Director of Digital Engagement and Activation
Hour 1	**NOTIFY – SECOND WAVE (KEY STAKEHOLDERS)** Use hold statement for: 1) Staff – Ask staff to use hold statement to respond to queries from grads, donors, etc. Remind staff to forward media queries to communications leads for A&F and SVP of Marketing and Communications (central point of contact). Ensure Leadership Council members align messaging to staff members. Urge caution on their personal social media channels. 2) USAFA leadership 3) AOG and Foundation boards	Staff: SVP of Marketing and Communications Top leaders/ boards: CEO
Hours 1-2	**ASSESS: RISK/FACTS** Assess risk and gather known facts to complete assessment, consulting reliable primary sources. Distinguish between confirmed facts, working assumptions and unverified information. If situation is within USAFA, assume support and advisory role and assess risk to A&F by working through four-question test (see above). Fact-finding questions include: • What happened? • When did it happen? • How did it happen?	SVP of Marketing and Communications with A&F communications team and parties with knowledge of situation (including Academy communications team)

	• Who is affected/impacted? How might this affect/impact graduates and donors? • What is being done about it now? • Who else knows? • Did we know ahead of time? • What are the "known unknowns"? • Is the situation public and/or do we expect it to go public (i.e., is the media reporting on it; is it on Reddit; is it spreading on social media)? • Is it in our mission for us to respond, i.e., is this matter in our "lane"? • What are our legal and ethical obligations? • What are potential risks? • Do the risks necessitate legal counsel? • Who else needs to know? As facts are known, update hold statement if needed.	
Hours 2-4	**DEVELOP PLAN: COURSE OF ACTION** Outline potential courses of action, with pros and cons for each, along with recommended plan, draft messaging, audiences, etc. for crisis communications team feedback. Secure approvals as needed.	SVP of Marketing and Communications with A&F communications team and parties with knowledge of situation
Day 1	**IMPLEMENT PLAN: EXECUTE** Implement plan and respond across appropriate channels, which may include: • Staff messaging/talking points • Board message • Customer service • Email • Social media • Phone • Website • Text message (if needed)	SVP of Marketing and Communications with A&F communications team
Ongoing	**MONITOR/RESPOND** Continually monitor via news alerts and internal check-ins and conversations. Share approved statement as needed. Continue status check-ins so everyone is on the same page (in-person, email, text).	SVP of Marketing and Communications with A&F communications team and parties with knowledge of situation

Quarterly	**POSTMORTEM** Discuss how handling of the past quarter's crises went. What happened? What surprised us? What assumptions proved wrong? How quickly did we respond? What messages worked? What channels worked? What questions kept recurring? What policies should change? Should this plan change?	Crisis Communications Team

12. News Media Queries

Reporters and journalists should be treated with respect. Media queries should be expedited, handled individually and directed to the SVP of Marketing and Communications. Depending on the situation, the Association & Foundation may wish to not comment and instead refer the reporter to USAFA Public Affairs. For media queries needing an Association & Foundation response, the SVP of Marketing and Communications will coordinate next steps.

13. Social Media Monitoring

The digital engagement team should monitor social media, track activity and regularly update leadership. This includes monitoring for misinformation, impersonation, coordinated campaigns, malicious viral influencers, fake screenshots, AI-generated content, etc. Due to misinformation and disinformation's potentially quick proliferation on social media, it may be necessary to deploy a hold statement as we gather facts/investigate, followed by a more substantive statement. Circumstances may warrant a statement posted to the Association & Foundation website.

14. Internal Communications

Governing boards: Communication to the AOG and Foundation boards of directors should be addressed by the CEO, with support from the SVP of Marketing and Communications.

Supporting nonprofits: Communication to the other supporting nonprofits should be addressed by the CEO, with support from the SVP of Marketing and Communications.

Leadership Council: The SVP of Marketing and Communications or their designee should keep the Leadership Council updated so it can communicate clearly with direct reports and constituents. Talking points and FAQs may be appropriate.

Staff/employees: The SVP of Marketing and Communications or their designee will coordinate staff-facing internal communications with the appropriate communications leads. This may include alerting staff of a situation and efforts under way to handle it, as well as distributing approved messaging to help staff respond to queries.

15. External Communications

Only approved messaging/statements should be shared externally. In some cases, a hold statement can be issued as we develop an official response. Once messaging is finalized, it can be shared with all internal stakeholders, all external parties who have contacted us, and, if appropriate, the broad external community. A plan for which channels should be used and when should be developed by the designated communications leads and approved by the SVP of Marketing and Communications.

When facing an AOG crisis, work with the board chair and the chair of the External Communications Committee as appropriate (seek CEO approval first).

Because relationships are at the heart of our work, approved external statements can be personalized on an individual basis. For example: "James, thank you for reaching out to me about X. I hope you and Julie are doing well and enjoying your summer in Florida. Here is what I can share about X, and please let me know if you would like to further discuss: [insert approved statement]."

16. First Responders

In matters involving first responders (e.g., police, fire, EMS), we always cooperate and indicate our cooperation in our statements, following USAFA's lead as needed. Even if we have no details to share, we should say we are cooperating/will cooperate with first responders. We should seek legal counsel as needed.

17. Sample Statements

Below are sample statements that can be adapted for various situations:

- Reporters – sample USAFA referral: Thank you for contacting us about [the *Washington Post* op-ed by a USAFA professor]. As this matter is related to the U.S. Air Force Academy, you will need to contact USAFA Public Affairs at 719-333-7731 and USAFA.media@us.af.mil. Thank you.
- Reporters – sample hold statement: Thank you for contacting us. We are aware of this situation. We are currently looking into [can say investigating if appropriate] this matter to gather all facts.
- Graduates/donors – sample referral statement: Thank you for reaching out. We have received comments and questions from graduates about [this matter]. Please be assured that we have shared, and will continue to share, all feedback we have received from graduates with the Academy in accordance with our mission. The Association of Graduates and/or Air Force Academy Foundation does not comment on USAFA policy and curriculum matters. At this time, we can share with you the following statement issued by USAFA providing clarification. Thank you, again, for reaching out.
- Graduates/donors – sample hold statement: Thank you for contacting us about [recent reports concerning an Air Force Academy Association of Graduates

board member]. We are aware of this situation. We are currently looking into [can say investigating if appropriate] this matter to gather all facts. I will be in touch once we are able to provide a comment on this matter. Thank you.

- Law enforcement situation – sample hold statement: We are aware of an [active shooter] situation on the Air Force Academy campus, and first responders are on the scene. This situation just occurred, and we are not able to provide any information or updates at this time. You will need to contact USAFA Public Affairs at 719-333-7731 and USAFA.media@us.af.mil. Thank you.
- Other hold statements:
    - We are investigating the incident/situation to gather all facts. We will provide updates in due time.
    - We are cooperating with the authorities and will provide an update when it is available.
    - We will be reviewing our procedures.

18. Conclusion

This plan is a living document and should be regularly reviewed and updated. Because not every crisis requires the same handling, this plan should not be interpreted as a step-by-step, prescriptive guide. Rather, it is a scalable framework that should be consulted in designing our handling of and response to a crisis.

The best approach to crises is to prevent them from happening in the first place. That is why it is so important to continually monitor issues and threats and try to proactively address them before they morph into crises — an approach we call “issues management.” The crisis communications team should meet regularly to discuss and assess issues on our radar. In some cases, crises just happen, and that’s when this plan is intended to be helpful.

APPENDIX: Helpful Contacts

Emergency Response
Life, health and safety crisis: DIAL 9-1-1

USAFA Offices
10th Security Forces Squadron (security/emergency response at USAFA)
719-333-2000
719-333-2001

Air Force Academy Public Affairs
719-333-7731
USAFA.media@us.af.mil

Air Force Academy Office of the Graduate Liaison
usafa.graduateliaison@afacademy.af.edu

General Media Contact – Local

Outlet	Phone	E-Mail
Colorado Springs Gazette	719-636-0266	citydesk@gazette.com
Associated Press – Colorado Bureau	303-825-0123	news@apnews.com
Denver Gazette	303-569-5810	jim.bates@gazette.com
Denver Post	303-954-1201	newsroom@denverpost.com
KGFT FM 100.7	719-388-0389	christopher.gould@salemmedia.com
KKTV TV 11 (CBS)	719-578-5000	news@kktv.com
KOAA TV 5 (NBC)	719-630-3930	news@koaa.com
KRCC FM 91.5	719-473-4801	news@krcc.org
KRDO TV 13 (ABC)	719-575-6285	krdonews@krdo.com
KVOR AM 740	719-593-2700	jim@kvor.com
KXRM TV 21 (Fox)	719-955-3021	news@fox21news.com
KZNT AM 1460	719-388-0394	christopher.gould@salemmedia.com

LUNCH

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

AOG Board Motion Submission Form

- Date Submitted: March 25, 2026 (Updated June 22, 2026 & July 8, 2026)

- Submitted By: Director Merideth

- Meeting Date: July 24, 2026 (Updated from April meeting)

Motion Information

- Motion Title: Diamond Anniversary Celebrations

- Director Merideth moves that the Board encourages the CEO in collaboration with the Board and with appropriate USAF Academy offices to conduct planning to blend Diamond Anniversary Year Celebrations in 2029 commemorating the 75th Anniversary of the establishment of the USAF Academy on April 1, 1954, and the 70th Anniversary of the graduation and commissioning on June 3, 1959 of the first class of the USAF Academy. The CEO is to brief the Board on the planning and costs at the April 2027 BOD Meeting.

Purpose / Rationale

The purpose is to formalize the planning process to honor USAFA's heritage, highlight the Academy's evolution, and celebrate the legacy of the Class of '59 while engaging current cadets, alumni, and the broader Air Force community. Creation of a theme will tie events throughout the years leading up to the year of commemoration that highlight legacy, transformation, and the future.

Supporting Documentation (if applicable)

N/A

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Financial or Operational Impact (if any)

Time and effort for the study and presentation.

AOG Board Motion Submission Form

- Date Submitted: June 22, 2026 (Updated July 8, 2026)
- Submitted By: Director Merideth
- Meeting Date: July 24, 2026:

Motion Information

- Motion Title: Resolution of Endorsement for U.S. House of Representatives H.R. 9106 Robert Lodge Medal of Honor Act
- Director Merideth moves for Board approval of the following resolution:

RESOLUTION OF ENDORSEMENT IN SUPPORT OF H.R. 9106 THE ROBERT LODGE MEDAL OF HONOR ACT

WHEREAS, the Medal of Honor is the United States' highest military decoration, reserved for members of the Armed Forces who distinguish themselves through conspicuous gallantry and intrepidity at the risk of life above and beyond the call of duty; and

WHEREAS, the United States Air Force Academy Association of Graduates exists to support the Academy, serve our graduates, and preserve the magnificent heritage of the Long Blue Line; and

WHEREAS, Major Robert "Bob" Alfred Lodge, USAF Academy Class of 1964, embodied the Academy's core values of Integrity First, Service Before Self, and Excellence in All We Do throughout his legendary military career; and

WHEREAS, Major Lodge flew 186 combat missions, shot down three enemy MiG-21s, and earned five Silver Stars—distinguishing himself as the single most decorated Silver Star recipient in the entire history of the United States Air Force; and

WHEREAS, as the Chief of Fighter Tactics for the 432nd Tactical Reconnaissance Wing, Major Lodge revolutionized F-4 Phantom combat tactics, integrated critical beyond-visual-range radar modifications, and planned the air-to-air strategies that allowed American aviators to reclaim the skies over Vietnam; and

WHEREAS, on May 10, 1972, while leading a combat mission during Operation Linebacker, Major Lodge's aircraft was severely crippled by enemy forces deep in hostile territory; and

WHEREAS, possessing highly classified war plans, fighter operational tactics, and intelligence that would have catastrophic consequences if compromised under enemy interrogation, Major Lodge deliberately chose to ride his aircraft to his death rather than ejecting into enemy hands; and

WHEREAS, Major Lodge's ultimate sacrifice to protect his nation and fellow aviators represents the absolute highest pinnacle of military valor, for which he was posthumously honored by his alma mater with the 1975 Jabara Award for Airmanship; and

WHEREAS, legislation H.R. 9106, the Robert Lodge Medal of Honor Act, with bipartisan support has been introduced to waive statutory time limits and authorize the President to posthumously present Major Lodge with the Medal of Honor; now, therefore, be it

RESOLVED, that the United States Air Force Academy Association of Graduates formally registers its unyielding endorsement and support

for H.R. 9106 to honor one of our most heroic graduates; and be it further

RESOLVED, that we call upon all USAF Academy graduates, chapters, and the broader defense community to actively advocate for the swift passage of this bill; and be it further

RESOLVED, that copies of this resolution be transmitted to the Superintendent of the U.S. Air Force Academy, the Air & Space Forces Association, and the leadership of the House and Senate Committees on Armed Services.

Purpose / Rationale

Purpose

This resolution formally registers the USAF Academy Association of Graduates' endorsement of H.R. 9106. As an organization dedicated to preserving the heritage of the Long Blue Line, advocating for Major Bob Lodge ’64 ensures that the ultimate sacrifice of one of the Academy’s finest tacticians and heroes is permanently etched into American history.

Strategic Alignment

- **Preserving Heritage:** Major Lodge is already part of the bedrock of USAFA history—buried at the **Academy Cemetery** and recognized as a **Jabara Award winner**. This resolution directly fulfills the AOG's core pillar of preserving graduate heritage.

- **Bipartisan Legislative Action:** Because federal law limits Medal of Honor presentations to a five-year window, a specific legislative act via H.R. 9106 is required to grant the necessary waiver for a graduate who went down with his jet over 50 years ago to protect classified tactical parameters.

- **Cadet Inspiration:** Formally recognizing Major Lodge's "Service Before Self" provides a profound historical anchor for current and future cadet wings at the Academy.

Financial or Operational Impact (if any)

Minimal financial impact and no significant operational impact.

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Board Action (to be completed during the meeting)

Motion By (Board Member Name) _____

Seconded By (Board Member Name) _____

Roll Call:

Name	In Favor	Opposed	Abstain
Director Almand			
Director Krauth			
Director Walker			
Director Evans			
Director Hoffman			
Director Dudley			
Director Bohlin			
Director Lowe			
Director Carpenter			
Director Merideth			
Director Bishop			
Director Thompson			
Director Dial			
Director Walters			
Director Fogassy			
Director Cinnamon			

Vote Record:

In Favor:_____

Opposed:_____

Abstained:_____

Motion: ☐ Adopted ☐ Amended ☐ Failed ☐ Postponed ☐ Withdrawn

Date of Decision: _____