

Our Cadets Your Impact

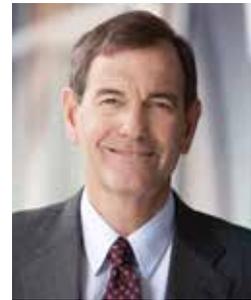
The United States Air Force Academy Endowment
2013 Annual Report



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Our Cadets Your Impact



A letter from the Chairman and CEO of the USAFA Endowment

By Paul S. Madera '78, Chairman of the Board and Gen. (Ret.) Stephen R. Lorenz '73, President and CEO

THE USAFA ENDOWMENT was born in 2007 with a noble goal: provide transformative philanthropic support to the United States Air Force Academy. In these endeavors, we promised transparency in our actions, no donor fees applied to restricted gifts, a board comprised of donors who understand the responsibilities of stewardship, and a supportive organization in regard to the actions of the Academy and the Air Force. Admittedly, in 2007, our expectations were modest. Reflecting on where we find ourselves at the end of 2013, we have not only excelled, we have surpassed our wildest aspirations for the organization's success.

Before we delve into 2013 results, let us go back to basics: why are we raising money to support the Academy? Why is federal funding not enough to sustain the Academy? The bottom line is federal support today only covers core programs for our cadets. We believe, however, there is much more needed at the Academy to develop and prepare the very best second lieutenants possible. We want to invest in opportunities that we call "margin of excellence programs" to elevate cadet experiences from excellent to superior. Ultimately, our investments directly contribute to producing better leaders for service to the Air Force and the nation. That is why we do what we do and why we ask you to contribute as well.

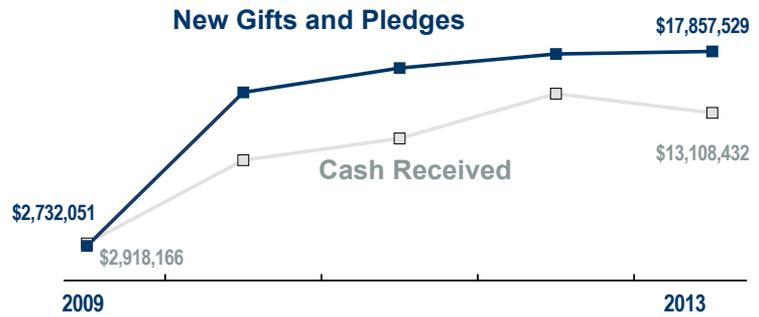
So how are we doing? In 2013, the Endowment raised over \$17.9 million in new gifts and pledges. This marks the third con-

secutive year of record fundraising results. As we think about "cash" dollars, which have direct impact on the Academy, the USAFA Endowment, and the Association of Graduates on an annual basis, we received nearly \$13.2 million. Our graduates continue to step up to the donor plate in record numbers with over 5,100 making a gift in 2013. Donors at the Sabre Society recognition level crossed the important 1,000 mark with over 1,200 donors contributing at this level in 2013. Any way we slice the data, the results are terrific!

It is easy for us to report numbers, but what is the real impact of your gifts? How are we, as donors, transforming the Academy through our philanthropy? We think of the answers to those questions as a shared endeavor for us all. The Academy is unquestionably a national treasure. We all earned a stake in its future as we journeyed through Jacks Valley, ran the marble strips on the Terrazzo, and grew to lead the Cadet Wing. Today's cadets are part of the legacy we built many years ago. They tread on the ground we laid, build upon successes we celebrated. Think of it as the physical incarnation of the Long Blue Line. Our legacy for today's cadets. We have a vested interest in transforming the opportunities and futures for these cadets, for our cadets.

What, then, is our impact on our cadets? In 2013, through the USAFA Endowment, you invested \$4.4 million in the Academy for character and leadership programs. Because of your phil-





New gifts and pledges to the USAFA Endowment have increased 554% since 2009.

anthropic contributions, the Academy advanced its progress on its newest iconic building to house the Center for Character and Leadership Development (CCLD). You supported the work of Lt. Gen. (Ret.) David Deptula, a senior military scholar at the CCLD who is researching and advancing the Academy's knowledge of leadership studies within the context of the rapidly changing profession of arms. You supported the work of Lt. Gen. (Ret.) Chris Miller '80, who is serving as Editor-in-Chief of the Journal of Character & Leadership Integration. Envisioned to become an internationally recognized research journal that incorporates input from thought leaders in all professional sectors of society, the research behind the Journal will inform the teaching of our cadets. And last but certainly not least, our cadets were able to participate in CCLD programs, such as ACES and NCLS, which bring this research to bear through instruction and study.

In 2013, you contributed nearly \$650,000 for academic programs through the USAFA Endowment. As a result of your generosity, cadets were able to experience cultural immersion programs that better prepare them for service as Air Force officers in an increasingly smaller world. You also helped cadets pursue post-graduate study. Through curricular innovation funds, you helped reshape and accelerate course curriculum to make it more responsive to the Academy's and the Air Force's needs. Moving to the fields of friendly strife, in 2013, you invested nearly \$600,000 in athletic programs. You helped deliver preliminary designs for a football stadium renovation. You also provided operating support for varsity teams, including football and men's basketball.

Part of building a legacy is to tell our stories to our cadets who follow. You helped do so by giving \$145,000 to heritage projects, such as providing upgrades to the Southeast Asia Pavilion on the

Heritage Trail. And last but not least, unrestricted giving led to an investment of \$2.3 million in Academy programs. You helped support things ranging from the Falcon Heritage Forum to the Wings of Blue. These highlights are just that—highlights—of a more comprehensive list. The bottom line is that gifts of every single size make a difference, and you all contributed to the important opportunities afforded to our cadets.

As we reflect on what we are doing for our cadets, we assess our progress as mid-stage, if you will. The USAFA Endowment has grown and evolved from our early incarnation of less than 50 donors. In 2013, we processed gifts from nearly 15,000 donors. The donor base is growing as donors do more and more each year to make a difference for the Academy and our cadets. But we cannot rest upon our successes. We have aspirations to do more and be more. We will work closely with the Academy to define its priorities and identify those opportunities that can transform the cadet experience. As we noted earlier in this letter, such experiences are necessary to better prepare future officers for service to the Air Force and the nation. We promise to bring those important funding opportunities to you in a unified, organized fashion. Our dialogue with the Academy is underway, and we look forward to the future implications of these conversations.

Let us close by saying thank you for the investment you make each and every day in our Academy and our cadets. Thank you for the hours you commit to on-site instruction and mentorship with our cadets. Thank you for the cadets you sponsor and host in your home. Thank you for the hours you commit to board service. Thank you for philanthropic gifts you contribute to build a better Academy experience for our cadets. Thank you for holding the Academy so dearly in your heart. It all matters.



2013

A Year in Review

January

THE WINGS OF BLUE capped off a tremendous year by jumping into the BCS Championship Game on January 7th in Miami. Their celebrated appearance in the pre-game festivities came on the heels of their dominating performance at the National Collegiate Parachute Competition, where the team won 46 medals and set five national collegiate records.

Looking at the medal haul, the Wings of Blue won 13 gold, 18 silver, and 15 bronze at the competition, which was held in Arizona during the months of December 2012 and January 2013. The team established collegiate records for:

- Most points ever scored in a single round of four-way competition skydiving
- Best average score in sport accuracy
- Most consecutive dead-centers in sport accuracy
- Build-in speed in the six-way competition

The Wings of Blue perform more than 40 demonstrations across the nation each year to an estimated audience of 12 million people.

CADET SQUADRON 22 marched in the 57th Inauguration Parade, held on January 21, 2013 for President Barack Obama. The parade celebrated his election to a second term of office. The squadron was selected for participation because of its distinction of being the most outstanding squadron for the previous academic year. The squadron sent 82 cadets to participate in the parade.

The U.S. Armed Forces boast a significant history with Presidential Inauguration Parades. Dating back to 1789, members of the Continental Army escorted President George Washington to the first presidential swearing-in ceremony at Federal Hall in New York City.

February

THE NATIONAL CHARACTER AND LEADERSHIP SYMPOSIUM (NCLS) was held at the Academy on February 22, 2013. NCLS is one of the nation's premier symposia in the field of character and leadership development. Held annually, it brings together distinguished scholars, military leaders, corporate executives, world-class athletes, and others to explore a character-related theme.

NCLS brought Brig. Gen. (Ret.) Chuck Yeager to speak with cadets. Yeager was the first man to break the sound barrier in a supersonic flight on October 14, 1947. He flew an X-1 experimental aircraft for the flight. General Yeager spoke about his storied combat career in World War II, during which he was shot down but evaded capture with the help of the French Resistance who smuggled him into Spain. He later returned to combat when Supreme Allied Commander General Dwight D. Eisenhower authorized his return.

March

THE AIR FORCE ACADEMY was named to the 2013 President's Higher Education Community Service Honor Roll on March 4 in recognition of its community support. The Academy was cited for its achievements in general community service or in one of two special focus areas that align with the President's education and innovation priorities.

The Community Service Honor Roll is the highest federal recognition a college can achieve for its commitment to service-learning and civic engagement. Honorees for the award were chosen based on a series of selection factors including scope and innovation of service projects, percentage of student participation in service activities, incentives for service, and the extent to which the school offers academic service-learning courses.

During the 2011-2012 academic year, cadets collectively volunteered over 38,000 hours of community service on hundreds of different projects and events, ranging from service in an elementary school to erosion control projects on Blodgett Peak following the Waldo Canyon Fire. The Academy also launched its first Academy Outreach Day, during which 1,535 cadets took part in 28 different projects throughout Colorado Springs, resulting in more than 6,000 hours of community service.

April

THE AIR FORCE ACADEMY'S CYBER TEAM won the National Security Agency's Cyber Defense Exercise, outscoring teams from other military academies in the U.S. and Canada. This marks the team's second consecutive victory. In addition to 2012 and 2013, they won the competition in 2003 and 2006.

The 13th annual inter-service Cyber Defense Exercise is a large-scale computer network defense competition designed to test a cyber team's ability to create and maintain a fully functioning computer network under a hostile attack. During the competition, USAFA team members built from scratch a network with email, web and file transfer capabilities and defended their network from hackers, solved a forensics challenge and secured a vulnerable web-server.

Cyber warfare is an area of growing concern and focus for the U.S. military as hostile nations and organizations claim capability of launching crippling attacks on U.S. networks that run everything from the nation's power grid to the banking system. Cadets and Midshipman at the Army, Navy and Air Force academies are taking more courses and participating in elaborate cyber warfare exercises, including the NSA's Cyber Defense Exercise, as the military educates a generation of future commanders in the theory and practice of computer warfare. The academies have been training cadets in cyber warfare for more than a decade. In 2013, the Academy graduated 25 cadets who majored in computer science-cyber warfare and will pursue a military career in this field.

May

HIS ROYAL HIGHNESS PRINCE HARRY OF WALES visited the Air Force Academy as part of his effort to raise awareness for the Warrior Games, which were hosted at the Academy and the Olympic Training Center in mid-May. During his visit, he ate lunch with cadets and played American-style football at the Holaday Athletic Center.



The Warrior Games celebrate the achievement and abilities of wounded, ill, and injured U.S. and British service members through athletic competition. Hosted in a Paralympic-style format, athletes compete in cycling, shooting, track and field, archery, wheelchair basketball, sitting volleyball, and swimming.

FOUR FIRST-YEAR CADETS participated in an international trip to Mozambique as part of a class that combines civil engineering with cultural competencies. The course objective was for cadets to apply what they learned about Mozambique's culture and their knowledge of engineering to develop a technological answer to a social problem. Because potable water is scarce in Mozambique, the cadets chose to develop a biosand water filter: a 3-foot-tall concrete container filled with fine-grain sand that filters out diseases and other contaminants.

The cadets used coarser sand than is generally accepted, filtered through more common sieves such as window screens and mosquito nets, to build prototypes at the Academy. They ran untreated water from the Academy's water treatment plants through their biosand filters and tested the results, which proved acceptable.

On the ground in Mozambique, the cadets ran a multi-day workshop to present their water filter model. Twenty-one people showed up on the first day of the workshop, including doctors from Argentina, missionaries from Brazil, and local pastors and community leaders. Attendees built a filter from scratch with help from two community women, Berta and Zita, who had previously built filters. The filter remains in use at a preschool in Mozambique.

The second half of the workshop focused on micro-lending, the practice of offering small loans to individuals who can use the money to start or expand small businesses. The cadets hope that community leaders will utilize micro-loans to build and distribute more water filters throughout Mozambique.

June

A TOTAL OF 1,024 CADETS graduated from the Air Force Academy following a commencement address by former Secretary of the Air Force Mike Donley. In addition to the normal trials and tribulations of a cadet experience, the Class of 2013 overcame an H1N1 virus outbreak during Basic Cadet Training in 2009 and the Waldo Canyon Fire in 2012 before celebrating their Academy tenure with graduation.

The Thunderbirds were not able to make their customary flyover at graduation due to budget constraints. Instead, flyovers were provided with private funding by the Texas Flying Legends Museum, based out of Ellington Field, Texas. Support for the flyovers were also provided by the Commemorative Air Force and the National Museum of World War II Aviation. Five aircraft participated in the flyover: a B-25J Mitchell bomber, two P-51D Mustang fighters, a TBM3E Avenger torpedo bomber, and an FM2 Wildcat fighter.



BRIG. GEN. ANDREW ARMACOST became the Academy's 10th Dean of the Faculty in a change of command ceremony June 25th. As dean of the faculty, Armacost commands the 700-member faculty mission element and oversees the annual design and instruction of more than 500 undergraduate courses for 4,000 cadets in 31 academic disciplines. He also directs the operation of five support staff agencies and faculty resources with a budget of more than \$350 million.

General Armacost's educational background includes a doctorate in operations research from the Massachusetts Institute of Technology and a bachelor's degree in industrial engineering from Northwestern University. Before taking over as Dean, he was the head of and permanent professor in the Academy's Management Department.

July

NEW APPOINTEES TO THE CLASS OF 2017 arrived at the Academy for Inprocessing on June 27th. After completing initial training in the cadet area, they marched out to Jacks Valley on July 22nd. Three weeks later, they completed basic cadet training with the distinction of being the class to have the lowest dropout rate. The class began with 1,190 cadets in June and moved into the fall semester having lost only 30 cadets.

One factor in having so few cadets drop out during BCT is a new, more respectful approach. This year marked the implementation of a new basic training philosophy: leaders are focused on retention of cadets. Training remains difficult but is accomplished with respect and a focus on teamwork and dignity. Upper class trainers and Academy senior leaders, including Commandant of Cadets, Brig. Gen. Greg Lengyel, completed the obstacle course and other challenges alongside the basics. In fact, the cadet in charge of the basic training program, C1C Nate Bratka, navigated the obstacle course carrying a 60-pound log. In one section, where he had to fit his six foot seven frame under barbed wire, trainers made Bratka go through 11 times, until he did it perfectly.

August

FORBES MAGAZINE named the Air Force Academy one of the top universities in the United States. In 2013, the Academy was ranked 31st in the nation while the Military Academy was ranked 7th and the Naval Academy ranked 28th. Rankings are calculated based on the following categories and percentages: student satisfaction (22.5%), post-graduate success (37.5%), student debt (17.5%), graduation rate (11.25%) and nationally competitive awards (11.25%).

LT. GEN. MICHELLE JOHNSON '81 assumed the role of Academy Superintendent from retiring Superintendent Lt. Gen. Mike Gould '76. Johnson is the first woman to hold the post in Academy history. She came to the Academy from an assignment as the Deputy Chief of Staff for Operations and Intelligence at NATO.

As a cadet, she was the first female cadet wing commander and the second all-time leading scorer on the Air Force women's basketball team. She was the first female Rhodes Scholar from the Academy. Throughout her impressive Air Force career, she has served as an aide to two U.S. presidents – George H.W. Bush and Bill Clinton. She commanded an aerial refueling wing, and she led a NATO team planning actions in Libya, Kosovo, and Afghanistan.



September

THE AIR FORCE ACADEMY RANKED 25TH overall among National Liberal Arts Colleges, according to U.S. News & World Report. The ranking acknowledged the Academy's selectivity, noting its 10% acceptance rate. Colleges and universities in the Liberal Arts category focus almost exclusively on undergraduate education and have little or no emphasis on graduate studies. In the same category, the Naval Academy ranked 12th and the Military Academy ranked 17th overall.

U.S. News & World Report also recognized the Academy for having the fourth best undergraduate engineering program in the country (tied with the Naval Academy). For the 13th consecutive year, USAFA ranked second in aerospace, aeronautical, and astronautical engineering. The Academy also garnered a second place ranking for electrical, electronic, and communications engineering. Mechanical engineering and the business program also received high rankings – seventh and second respectively.

The rankings are compiled based on the following factors: undergraduate academic reputation as determined through academic peer assessment, graduation and retention rates, faculty resources, student selectivity, financial resources, and alumni donations. The student: faculty ratio at the Academy is 8:1, among the lowest in the nation, and the average class size is 20 cadets.

U.S. SUPREME COURT JUSTICE SONIA SOTOMAYOR paid a visit to the Academy during which she held an open forum for 50 cadets and 20 faculty members from the Law and Political Science Departments. The Department of Law extended the invitation to visit the Academy to Justice Sotomayor. The department sought for cadets to learn about the law and legal process from the perspective of someone at the pinnacle of the legal profession.

THE ACADEMY CELEBRATED THE 50TH ANNIVERSARY of the dedication of the Cadet Chapel. Construction of the Chapel began in 1959 and took four years to complete at a cost of \$3.5 million. Today, the Cadet Chapel is the most popular man-made attraction in Colorado, with more than a half million visitors every year. Though the design was originally controversial, the Chapel has become a classic and highly-regarded example of modernist architecture. In 2004, the Chapel was named a U.S. National Historic Landmark.



October

THE U.S. AIR FORCE ACADEMY was named the top-ranked public institution in graduation success rate for college football, according to the NCAA. Of the top three public institutions, USAFA ranked first with a 93 percent graduation rate. Boise State ranked second and the Military Academy ranked third with 91 and 89 percent respectively.

The Academy ranked fifth overall behind four private schools: Northwestern (97%), Rice (95%), Boston College (94%), and Notre Dame (94%). The national graduation rate for college football is 71 percent.

November

THE AIR FORCE ACADEMY'S DRUM & BUGLE CORPS performed during the halftime show of the Denver Broncos game against the Kansas City Chiefs. Their performance was part of Military Appreciation Day for the Broncos. The Corps played each service branch's song as their respective service members marched onto the field during the show.

The Academy's Drum & Bugle Corps has performed for audiences across the nation since 1963. Since the Cadet Wing assumed leadership of and responsibility for the Drum & Bugle Corps in 1973, the Corps has won 20 of the 30 Interservice Academy Drum & Bugle Corps Competitions. Comprised of 120 cadets, the Corps' primary mission is to support Cadet Wing activities, including military formations and sporting events. The Corps also engages the community with concerts, exhibitions, and other military ceremonies. It has represented the Academy at Presidential Inauguration parades, the Macy's Thanksgiving Day Parade, the Tournament of Roses Parade, and the Special Olympics Opening Ceremony.

December

FOR THE SEVENTH YEAR, the National Science Foundation has named the United States Air Force Academy as the number one undergraduate-only school for research and development expenditures. The foundation ranks colleges and universities each year based on the amount of money spent on research endeavors. Since 2008, USAFA has been the highest ranked institution in the undergraduate-only category, with more than \$56 million spent on research in Fiscal Year 2012 alone.

USAFA ranked 193 out of 655 colleges and universities conducting research in FY 2012. Johns Hopkins University ranked first on the list with more than \$2.1 billion in research expenditures. USAFA research centers are an important element in cadet education while maintaining a commitment to intellectual discovery and technology transfer. USAFA has 21 research centers and institutes that are dedicated to areas like aircraft sustainment, space situational awareness, cyberspace research, and alternate energy production and protection. USAFA is designated as a federal lab.

The Military Academy and the Naval Academy were ranked 309 and 330 on the overall list with \$12.2 million and \$9.6 million respectively in research expenditures in FY 2012.

C1C BRAD HACKERT was named a 2014 winner of the Marshall Scholarship, one of the most prestigious scholarships awarded nationally. The scholarship will send him to England for two years of graduate studies following his graduation from the Academy in May. He will pursue a master's degree in War Studies and Public Policy at King's College in London. Only 40 recipients across the nation are selected each year for the Marshall Scholarship.

Hackert is the 15th Marshall Scholar in Academy history. He is a prior enlisted airman who spent three years as a Mission Intelligence Coordinator for the MQ-1 Predator working combat operations in Iraq and Afghanistan. At the Academy, Hackert ranks 8th in his class academically. He is a w and led a team of cadets in Japan and Haiti to provide humanitarian relief in the aftermath of devastating earthquakes. Hackert established the "Knights Book Club" in which he facilitated discussions on modern warfare for 20 U.S. and international cadets.





Cultural Immersion Programs: Preparing for Global Service

USAFA'S OFFICE OF INTERNATIONAL PROGRAMS oversees several international education programs ranging from one-week Foreign Academy Visits to semester-long Academy Exchange and Cadet Study Abroad opportunities. Among these opportunities, the Cultural Immersion Program is one area in which outside donations can directly impact cadets in all class years, faculty and all mission elements.

Cultural Immersion Programs (CIPs) at the Academy offer cadets unprecedented opportunities to experience life in other cultures. The first recorded cultural immersions at the AFA took place in 2001. Since then, hundreds of our cadets have been fortunate to travel abroad and experience cultures and languages outside of their worldview. This would not have been possible without the generosity of our donors. With your help, our cadets have the opportunity to explore life different from their own and learn the skills necessary to navigate today's increasingly interconnected, multi-cultural global society. For this, we are grateful and thankful beyond measure.

Cadet participation was highest in 2010-2011, but significant cutbacks since then have affected all areas, resulting in decreasing participation numbers from previous years. In 2013, the program was able to support seven trips with 45 participants. In 2014, however, CIPs will be limited to those with outside funding to make the trips possible. Your gifts will ensure that the valuable experiences offered by cultural immersion programs continue.

Selection for cultural immersion program is not easy. Cadets work hard to compete and win a place in the program. Although the program is open to all cadets regardless of academic major, competition and selection are intense. Cadets and faculty must first submit written proposals for projects that are prioritized by USAFA's interdisciplinary Area Studies Groups—for example, Asian Studies or Middle Eastern Studies. Proposals include a special topics course taught in the spring semester, in which cadets study the culture of the country chosen for travel, and develop projects and objectives that they research further and put into practice overseas. The country selected is based on the project. Proposals can cover any number of academic areas and are not limited

“Language, regional and cultural skills ... are critical to mission readiness in today's dynamic global environment. Our forces must have the ability to effectively communicate with and understand the cultures of coalition forces, international partners, and local populations.”

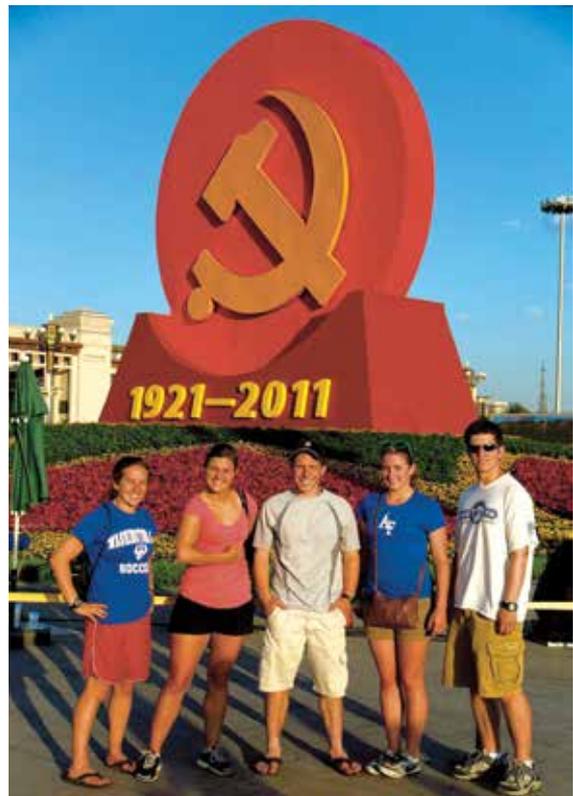
—Secretary of Defense Leon Panetta
August 10, 2011

to a particular discipline. Cultural immersions do not require a foreign language component. This allows for the opportunity to travel to countries beyond where the eight languages taught at USAFA are spoken. Imagine the communication challenge. Imagine the impact on the cadets as they embrace the challenge.

Specific learning objectives depend on the faculty member and participating cadets. In some cases, faculty and cadets co-develop the CIP proposal together. The spring semester special topics course prepares cadets to get the most out of their time overseas.

Typically, the trips are made up of four to five cadets and one faculty escort, and take place during one of the three-week summer periods. Cadets give up their summer leave period to participate—one measure of the priority they place on having these extraordinary experiences.

Consider a 2013 immersion trip to the Ukraine to study political attitudes and culture, led by an instructor from the Department of Political Science. Preparation for travel included study of Eurasian politics and Russian-Ukrainian relations. While in the Ukraine, cadets visited cultural and historical sites including a former Soviet submarine base, met with defense attachés at the U.S. Embassy, and observed political culture through discussions with the citizens they encountered. They came away with a deeper understanding of the differences between a free democracy and political authoritarianism. The knowledge these future USAF leaders gained is even more important given what is currently happening in the Ukraine.



In September 2012, the USAFA Class of 1981 established the Class of '81 International Cultural Immersion Program Fund. The purpose of the fund is to support the Office of International Program's cultural immersion program. Specifically, this program targets cadet internships with U.S. embassies, other U.S. government agencies, international organizations or international companies. The program was founded on the belief that understanding U.S. political, military and economic interests abroad are now, and will continue to be, a fundamental requirement for effective leadership on the world stage, whether as a military officer or as a civilian. Through an initial gift campaign in 2013, the Class of 1981 has already raised over \$170,000 in gifts and commitments. The class has a goal to raise \$1 million for this fund by their 35th reunion. The first group of five cadets will travel to Cambodia in the summer of 2014.

Another immersion project in 2013 took CIP participants to Mozambique. This was an interdisciplinary proposal developed by faculty in the Civil Engineering and Foreign Language Departments. Cadets developed a low-cost biosand water filtration system in the classroom, built and tested a prototype, and then taught non-governmental organizations and citizens in Mozambique how to build and use it. They applied what they learned to develop a technological answer to a social problem. In effect, the cadets became teachers, replicating a classroom environment in the field and helping citizens develop a system for producing clean, potable water.

The importance of experiences like these can't be stressed enough. That's why your support is so vital to the continued success of the program and that of our future officers.

Further evidence of a cadet's life-changing international experience is best explained in his own words. C1C Brett Burn-

side traveled to the Ukraine with his team in 2013. Their key learning objectives were to understand the current state of the country regarding its politics and economy and how these factors would help shape the country's ability to become a major global player.

"Being that Ukraine was one of the main satellite countries of the former Soviet Union, I enjoyed learning how the culture and population has transitioned from ex-Soviet rule to a dysfunctional 'democracy.'"

"My experience in Ukraine has had big effects on my outlook as a cadet and a person in general. Seeing a culture that is not as well off as the United States and has major problems with corruption within the government has allowed me to be more thankful for the opportunities I have been given. This experience will hopefully allow me to work in coalition operations and be able to better communicate with future nation partners. I am extremely blessed to have experienced this trip and only wish that more cadets have similar opportunities."

Not all cadets can or choose to participate in international experiences and yet they all need exposure to and interaction with individuals from other countries and cultures. Understanding, tolerance, and even friendship built with individuals representing a culture different than one's own help cadets prepare for service in a global Air Force. To this end, the Office of International Programs manages short-term foreign academy exchanges as well as Semester Abroad and Semester Exchange

"My experience in Ukraine has had big effects on my outlook ... and I only wish that more cadets have similar experiences."

Programs. Private monies are used to support aspects of bringing foreign exchange cadets to the Academy.

Our future leaders must have an understanding of the world outside of their own comfort zone to succeed. The CIP program is vital to character and leadership development—a foundation of the Academy. "Cultural immersion programs are the best experiential learning opportunities USAFA can offer," says Lt. Col. Paul Howe, Director of International Programs.

The Office of International Programs works extremely hard to be financially efficient, keep costs low, and still provide outstanding experiences for USAFA cadets. All programs are tied to educational objectives and are run well below advertised costs for similar programs at civilian schools. But, without your continued commitment and support, CIP opportunities will be limited.

Indeed, the Office of International Programs demonstrates the best of a public-private partnership as a funding structure.

The George and Carol Olmsted Foundation has been generously funding Academy overseas travel and cultural immersion programs since 2001. In 2013, funding from the George and Carol Olmsted Foundation was used to support 26 cadets and 4 cadet escorts on cultural immersion trips to the Ukraine, Brazil, Poland, Israel, and Mozambique. These immersion opportunities for cadets align directly with and support USAFA institutional outcomes including the areas of applied technologies, political climate assessment, and ethical decision-making. As one Olmsted Foundation cadet participant stated, "This was a life-impacting trip for many of the cadets who took part. It served to redefine the way many of us approach decision making in the military, especially in light of ethical and moral challenges."

Government monies are and will continue to be used for several elements of cultural immersion, such as Semester Abroad and Semester Exchange Programs. Private monies augment the baseline program by funding shorter, but no less impactful, trips for cadets who use summer leave for a cultural immersion trip or supplement a research project with an immersion trip. Public and private monies come together to offer immersion opportunities to a broader cadre of cadets. To this end, we are grateful to the Olmsted Foundation for their continued support of the cultural immersion programs and, beginning in 2014, the Class of '81 Endowment will allow for more cadets to participate in CIPs. Their generosity and that of our other donors will ensure that the cultural immersion programs continue to be accessible to more cadets.

It's a great time to be an Air Force Academy cadet. Our programs—Cultural Immersions, Language Immersions, Foreign Academy Visits, Semester Abroad, and Semester Exchanges—will provide them with skills to build a foundation of understanding, friendship, and tolerance—skills they will draw on in future deployments or coalition operations and later in civilian life.

In 2013 we achieved a lot. We were able to do this only because of your financial support. Your philanthropic contributions are the mainstay of our cultural immersion programs. Again, thank you for all that you do on behalf of our future Air Force officers.



Something to Call Their Own

AIR FORCE ACADEMY graduates share many common experiences including basic cadet training, ring dance, and recognition. The Academy is an institution that stresses common goals, common values and common objectives. Along with sharing a demanding and regimented training schedule, cadets share the same dress code and the same Honor Code. However, amidst this culture of apparent uniformity, the Academy is still an institution that fosters individual growth, diversity and personal accomplishments. Perhaps no cadet activity better promotes that individuality and diversity than a cadet's involvement in a cadet club. With over eighty cadet clubs ranging from competitive sports clubs to recreational clubs, there is a club for every cadet and a chance for every cadet to find a place to thrive. Clubs offer cadets the chance to pursue personal interests and develop personal talents. Not only do the clubs serve an area of personal growth, but they also foster lifetime friendships and promote leadership and character development.

Private funding from the USAFA Endowment is used each year to support competitive, mission, professional and recreational cadet clubs. Private support plays a significant role in the successes in the cadet club program and, likewise, cadet clubs have played a significant role in the success of the Academy and in the lives of cadets. Not only has the cadet club program inspired personal growth, it has also produced world-class athletes, national champions and even Olympians.

One example of success is the USAFA Team Handball Club, a once dominant team that is in the process of rebuilding and using private donations to do so. In its proud history, the USAFA team handball club has produced four Olympians and a handful of other players who competed at the international level and on national teams. As C2C John Strout mentioned in an interview with *Checkpoints* magazine in March 2012, "It makes life a lot easier

“Archery is very complimentary to the training we do here at the Academy. You need discipline, determination and focus in order to be successful.”

when you can come down a couple of nights a week and be with the team. And we're competitive, too. We're not just here to smoke and joke. We are here to win.”

In 2013, gift money from the USAFA Endowment once again supported a wide-range of cadet competitive club activity and helped provide critical funding for equipment, training, and travel, among other things. In a letter to the USAFA Endowment, Lt Col Leonard Cabrera, the Officer-in-Charge of the Cadet Cycling Club stated that private support “provides a great opportunity for some of our top riders to compete against world class athletes.” In 2013, gift money provided support for the nationally ranked USAFA mountain bike team to compete in several races, including the Sea Otter Classic in Monterey, CA.

Not all cadet club competitions receiving private support in 2013 were athletic teams. In 2013, funds from the USAFA Endowment were used to support the Academy Dean's Teams, including support for the Cyber Warfare Team, the Forensics Team, and the Mock Trial

Team. Like athletic clubs, these mission clubs are equally competitive and create great exposure for cadets on a national and international stage. For example, the USAFA Forensics Team has competed in the International Debate Academy in Slovenia for the past several years. In 2013, C2C Stephen Beaton and C2C Trevor Woodward placed first. In doing so, Team Beaton and Woodward defeated top teams from France, Slovenia, South Africa and Venezuela. Perhaps more importantly, in representing the Air Force Academy, C2Cs Beaton and Woodward broke down stereotypes about the U.S. military held by other countries and garnered international respect.

In 2013, private support was also used to support other important mission clubs like the Sandhurst Competition Team, the Honor Guard and Wings of Blue. These clubs help build the Academy's reputation and interaction with the community, other universities and the nation. In fact, some could argue that cadet clubs serve as an ambassador program for the Academy. In doing so, private donations serve as a catalyst to bring national and international attention to the types of athletes, scholars and leaders in our Cadet Wing.

Although the Cyber Competition Team and the Cycling Competition Team practice every day, not all clubs require the intense training needed to compete at a national or international level. Recreational clubs are also available to provide an opportunity for some cadets to simply escape the rigors of a demanding Academy schedule and find ref-

uge in an area of personal interest. These recreational clubs range from chess to fly-fishing to archery. Even with a cadet recreational club like Archery, high expectations are often established, and often a cadet's involvement is anything but purely recreational.

Like many cadet clubs, the USAFA Archery Club is cadet-run. In the December 2012 issue of *Checkpoints*, then C3C Rachel Trafford, a three-time archery world champion stated, "Archery is very complimentary to the training we do here at the Academy. You need discipline, determination and focus in order to be successful."

Like many other clubs, the Archery club has big plans for the future and recently approached the USAFA Endowment on ways to grow their program. Through the Academy, the USAFA Endowment has played an active role of funding new clubs and helping to reestablish significant cadet clubs.

Cadet clubs currently are receiving more direct support from young graduates who are participating in their graduating class projects. Using small monthly donations to cadet clubs, younger graduates have given cadet clubs a spark and a platform. In addition to direct support, the Academy continues to be committed to cadet clubs and each year allocates a certain amount of unrestricted donations to support club needs. Such unrestricted donations come from support of the Air Force Academy Fund and Sabre Society-level donors. Both restricted and unrestricted donations play a critical role in the success of the cadet club experience. Together, we are making a difference.





DONOR SPOTLIGHT

Mike and Marie Parkinson

THE AIR FORCE ACADEMY is fortunate to have an extended network of graduates and friends who invest emotionally and financially to improve the lives of our cadets. One such couple is Mike '68 and Marie Parkinson, who have been exemplary in their effort to enrich the learning and training experience of our cadets.

Returning to Colorado Springs after Mike and Marie retired from Texas Tech University, they quickly immersed themselves in academics at the Academy. This crystalized in the form of financial support to three international law competitions: The San Remo LOAC, Jean-Pictet International Law Competition, and the Clara Barton International Law Competition.

"Initially we decided to support the law competitions because they fit with our academic background and law experiences," Mike commented while explaining the Parkinsons' support of these initiatives. "We now also realize they give cadets a chance to develop friendships with cadets from other service academies and students in other countries that could be advantageous to future foreign relations."

Later, Mike joined the USAFA Endowment Board and assumed a lead role in strategic communications. He also chaired the effort to develop a market analysis for a potential Falcon Stadium renovation, identifying necessary modifications for the stadium in the future.

"Anyone not living under a rock sees the cuts in programs at the Academy," Mike said. "Support for the Endowment and the Academy are critical to maintaining the reputation of the institution and its graduates. We all should do as much as we can to help both financially and politically."

Further demonstrating their dedication to the Academy, Mike and Marie both dove into instructing and interacting with cadets. Calling upon her career as a prosecutor and defense attorney, Marie was a visiting instructor for the Law Department's Criminal Law Course. Mike was able to draw on his Air Force experience to help cadets understand the role of strategic communications as it relates to the Academy's International Law Curriculum.

Maj. Amer Mahmud, a law professor at the Academy, expressed the importance of Mr. and Mrs. Parkinson's mentorship.

"Having Mike and Marie interact with cadets in this capacity provides exceptional context for our future Air Force leaders," Mahmud said. "It is remarkable to see the professional and personal growth in our cadets that result from these types of interactions."

Mike served as a lead volunteer for the '68 class gift to the Academy and recruited more classmates to engage with the Academy. He and Marie are Polaris Society Members, having identified the Academy in their estate plans.

"Mike and Marie have set a new standard for the Endowment, AOG, and Academy," said USAFA Endowment CEO Steve Lorenz '73, when summing up the extraordinary example that the couple has established for our Academy community. "Their philanthropic investment is multi-faceted. The effect here has been remarkable. Young men and women are now better prepared to face emerging threats and challenges in their service to their country. On behalf of all our graduates, we want to express our sincerest gratitude for what they do."

"Anyone not living under a rock sees the cuts in programs at the Academy," Mike said. "Support for the Endowment and the Academy are critical to maintaining the reputation of the institution and its graduates. We all should do as much as we can to help both financially and politically."



Cracking the Books: Academic Excellence

OF ALL THE PROFESSIONS, our profession, the Profession of Arms, is unique due to our ability to employ lethal force with unbelievably advanced weaponry during combat operations. History has also shown that our profession demands cross-cultural competence, the ability to work effectively with coalition partners, and a strong commitment to the rule of law. Part of USAFA's mission is to develop officers who are up to those tasks. Consequently, cadets are trained in many areas that call for conducting operations in the active Air Force aside from just combat skills. The importance of these skill-sets is unmistakably "down-range" where U.S. officers regularly work with coalition partners from all over the world. For example, a place where these competencies converge in the operational Air Force is the Combined Air Operations Center where Air Force officers offer timely targeting advice to commanders in combat operations while working side by side with coalition partners. Command decisions on targeting based on such legal advice can make the difference between a murderer and a war hero, so the importance of understanding the rule of law and working in an environment that demands an understanding of other cultures is obvious.

USAFA cadets preparing for the operational Air Force recently showed off their "stuff" at the International Military Academies legal competition. To prepare, a class of cadets was subjected to a weeklong simulation for a chance to earn a place on a team that would eventually travel to San Remo, Italy for the competition. The simulation called for cadets to role-play as legal advisors for issues involving the entire spectrum of combat operations. For instance, cadets wrestled intellectually with problems such as unleashing a devastating cyber-attack against an enemy that would leave tens of thousands of civilians without power or how to hold accountable an officer who has violated the laws of war.

The San Remo LOAC competition, as well as the Jean-Pictet and Clara Barton International Law Competitions, are sponsored by the USAFA Endowment via the generous philanthropic support provided by Mike '68 and Marie Parkinson. These gifts are part of a larger effort by the Endowment to invest in our cadets when federal funding alone falls short of delivering the types of experiences required to prepare future officers to lead our nation in an increasingly complex and chaotic environment.

For the San Remo competition, C1C Nathanael Tousley, C2C Melanie Daugherty, and C2C Benjamin Pearson emerged "battle hardened" from this simulation and were selected to compete. This unique contest, which is held annually, tests cadets' ability to work with foreign nationals and the ability to apply the law during a mock combat operation. This diverse setting also promotes cultural awareness by requiring cadets from different militaries to work together as teams, despite significant language challenges and varying interpretations of the law of armed conflict.

This year, cadets were represented from around the world, to include countries such as India, France, Nigeria, Norway, and the United Kingdom. In total, 16 countries were represented with a total of 56

"Our trip was one of the best experiences that I've had at the Academy," added Tousley. "I had the opportunity to learn about the cultures of the other service academies and make many friends—all while improving my mastery of the law of armed conflict and oral advocacy skills."



The Boeing Company: Investing in Air Force Academy Cadets

In 2013, the Boeing Company generously directed support to the Academy in several key areas, including Capstone engineering classes, Cadet Summer Research Programs, Falcon Heritage Forum, USAFA Preparatory School Support, and major support to the Center for Character and Leadership Development capital project and programs.

“We see our support as an investment into future Air Force leaders. There is a natural alignment of Boeing’s core values and the Air Force’s, which has led to our annual philanthropic investment in ethics and leadership enrichment; STEM-based, experiential learning; as well as cultural awareness and diversity programs. In the end it’s about helping fulfill the Academy’s core objective—producing leaders of Character for the nation.”

—Dennis Muilenburg
Boeing Vice Chairman
President and Chief Operating Officer

“The Boeing Company’s outstanding investment in the Academy has resulted in the creation of marquee learning experiences for our cadets,” said USAFA Endowment CEO Steve Lorenz ’73. “It has been a pleasure to see our cadets embrace these programs. On behalf of the Academy and Endowment, I want to thank The Boeing Company for their support.”



international cadets. The first day of the five-day competition included a cultural event where cadets offer food, drinks, and music from their respective countries. In the spirit of introducing culture to foreign nationals, Daugherty ensured her new-found colleagues knew about cowgirls and country music. The team enjoyed sampling some pickled herring from Sweden and extremely spicy beef jerky from Nigeria. This proved to be an invaluable experience, and set the tone for the rest of the week as the cadets continued to raise their understanding of the world. During the substantive part of the competition, the cadets were assigned to two or three-person teams that included cadets from other countries who would offer legal advice to vexing armed conflict issues. Judges from around the world scrutinized their every word, and awards were provided to the top five individual performers and mixed team performances. Despite the fierce competition, Daugherty placed first overall at the competition in the individual award category, Tousley placed third overall in the individual award category and Daugherty also was able to place fourth in the mixed team award category.

"Our experience in San Remo tested our knowledge of humanitarian law, but also allowed us to make friendships with cadets from all over the world," explained Daugherty after her impressive first place finish.

"Our trip was one of the best experiences that I've had at the Academy," added Tousley. "I had the opportunity to learn about the cultures of the other service academies and make many friends—all while improving my mastery of the law of armed conflict and oral advocacy skills."

Additionally, the positive buzz about the competition was palpable, as French cadets at the competition were heard saying, "The spirit of San Remo has two faces; its challenge

comes from the competition, but the joy comes from all of the people involved."

Our cadets' professionalism was humbling; these future officers clearly embraced the lessons offered during the competition, but that's not where the excursion ended for the USAFA cadets.

"The trip was a true cultural immersion," said Pearson when reflecting on the opportunity. "Not only were we able to see the history and culture of Italy, but we also met interesting individuals from around the world."

"The cultural immersion following the competition was truly magical, and our pleasure with Italy and its splendid culture never ceased," Daugherty concurred.

The trip offered these cadets an experience that will never be forgotten. And it helped them develop vital skills that are needed to become well-rounded and successful Air Force officers in today's Air Force. Our modern Air Force has an enormous global footprint—we're represented in all corners of the world. And encouraging cadets to embrace the differences of other cultures, develop a deeper understanding of international law, and engage future leaders of their respective militaries are invaluable teaching points that will remain with these cadets for a very long time. It's not implausible to think that maybe some of the cadets from this competition will wind up working in a coalition together in the future. The salient characteristic of the profession of arms, which is essentially to kill the enemy during combat operations, is never going to change, but the profession has evolved in that cultural competence, and an ability to form and work with coalitions has become more imperative. Thanks to USAFA and the Endowment, these cadets will be better prepared for future international operations.



Advancing Character and Leadership Development: Distinguished Graduate Endows the Journal of Character and Leadership Integration

LAST YEAR, the Academy started construction on one of its most ambitious endeavors to date, the new home for the Center for Character and Leadership Development, and this year, another critical piece of infrastructure for the advancement of character and leadership development at the Academy has been put into place. As an element of a \$3.5 million gift to the CCLD, Mr. Max James '64 has made a generous \$1.5 million contribution to underwrite the enhancement and relaunch of CCLD's Journal of Character and Leadership Integration (JCLI). As part of that effort, the new Editor-in-Chief for the JCLI, Lieutenant General (Ret.) Christopher Miller '80 returns to his alma mater as the new principal architect of the CCLD's flagship publication, ready to guide the next stage of growth in the CCLD's and the Academy's core mission.

General Miller's Air Force career spans almost 33 years of service. After graduating from the Air Force Academy with honors, he earned a Master's Degree in International Relations as a Rhodes scholar at Oxford University and graduated at the top of his class at the College of Naval Command and Staff. Operationally, he was a T-38 instructor, had long flight and command experience with the B-1, and commanded both the B-2 wing at Whiteman and all Air Force units in Afghanistan. He also served as a planner at HQ USAF, Director of Assignments at the Air Force Personnel Center, policy advisor to the U.S. Ambassador to NATO, as a Military Fellow at the Council on Foreign Relations, and as USNORTHCOM and NORAD J5—

culminating with his most recent assignment as Deputy Chief of Staff, Strategic Plans and Programs, leading Air Force long-range planning and resourcing. "With his depth of knowledge and experience, General Miller embodies intellectual leadership and is widely regarded as a brilliant, strategic thinker who is capable of agilely adapting to the intellectual requirements of the dynamic world in which we live," says Dr. Ervin Rokke '62, the CCLD Senior Scholar. "He is the ideal individual for promoting a new level of dialogue for the CCLD and ensuring excellence for the JCLI. The Academy is incredibly fortunate in adding him to our team."

Ensuring excellence at the journal is no simple undertaking. When the first issue of the JCLI was published in December 2009, it introduced an unprecedented new field of study to the public: the integration of character and leadership development as a single discipline. While there are copious amounts of existing literature focused on either character or leadership development, the JCLI is the only publication dedicated to exploring the fusion of the two. In many ways, it is the natural product of decades of ongoing character and leadership development work at the Academy. "While we are striving to raise awareness of the CCLD and its work, we want to make it clear that it is not the 'place' where character and leadership happens at the Academy," says General Miller. "The entire Academy itself exists to do character and leadership development. The CCLD is simply a catalyst to help make that happen,

and the JCLI is a tool that the CCLD will use to help facilitate and elevate that development and provide people with valuable intellectual resources.”

If all goes to plan, the JCLI may become the world’s principal forum for comprehensive practical and scholarly discourse on the intersection—and conscious integration—of character and leadership development. To achieve this, the journal will expand beyond its current audience of the Air Force and the Academy community, to engage other researchers, experts and practitioners. “We envision the JCLI as a real-time, real-world forum, fostering a high-quality discussion among scholars and people on the front lines,” says General Miller. “It will include scholarly research from the CCLD; discussions by our cadets, graduates, and military practitioners in the field; and eventually, input from a broad range of academic, civilian and corporate thought leaders. It is an iterative process, and as we move forward, we are figuring out how to balance rigorous scholarship with an accessible, practitioner-based focus and implementation. We are working with CCLD and Academy staff in an effort to create a thriving dialogue about character and leadership development and to inspire others to participate. Ideally, someday, we will reach tens of thousands of important readers around the world.”

Widespread worldwide readership is a formidable goal—one motivated by a pressing need. As General Miller explains, “The impetus behind the JCLI is the conviction that the complex demands of leadership in today’s profession of arms make it imperative that we examine the relationship between developing character and exercising leadership. Our success as an Air Force will have a direct impact on the security of our nation. Whether it’s operating space assets, cyber, air dominance, airlift or strike, or assisting with reconstruction, our airmen are deeply involved in an amazing range of activities. In these resource-constrained times, we are going to have to think our way through these issues, and we must continue to produce officers of character who can not only exercise that character in the traditional sense, but who can sort out the ethical and leadership challenges involved in the dynamic and often unpredictable environment we’re living in.”

The person behind the creation of the Editor-in-Chief position (and one of the principals in creating the iconic vision for the CCLD itself), Mr. Max James, is in complete agreement with General Miller’s assessment. “My passion is to see the CCLD occupied by dedicated researchers and instructors committed to determining the best methods for character and leadership advancement,” he says. “Creating a top-level journal that is recognized for the quality and applicability of its articles, and respected for its authors’ works, will provide a venue for sharing those methods with great minds from the international community, creating positive change in the way modern character and leadership is developed. Accomplishing such a feat

of journalism requires one critical factor: an outstanding Editor-in-Chief. Our current and future generations of cadets must be prepared to lead in a changing world, which is why I felt it was critical to fund this gift now.”

Mr. James’ generous gift and the establishment of the Editor-in-Chief role has created momentum for character and leadership development at the Academy—momentum that will continue to be driven by an increasingly engaged community of graduates. “Max James’ contributions are not only a reflection of a great individual; they reflect the stake that the graduate community has in sharing their successes with current cadets and investing in future leadership for our nation,” says General Miller. “Their contributions—through offering their financial support, their time and over 50 years of expertise in leading both inside and outside the military—are an expression of character and leadership that will propel the next generation. Seeing them give back to our institution inspires me to give back through my efforts at the JCLI. I am excited to work with the CCLD, the Academy and our growing community of supporters—we’re going to accomplish great things to empower our future leaders.”

The USAFA Class of 1973 raised over \$800,000 in 2013 to support the Class of ’73 Endowment for the National Character and Leadership Symposium (NCLS), bringing the total amount raised for the endowment to over \$1.4 million. The Class is steadily working towards a \$1.5 million goal for the endowment, which will bring their lifetime support of NCLS to an amount that exceeds \$2 million. Through their generosity, they have established a permanent home for their favorite program at the Academy. The NCLS has grown into a nationally recognized two-day event that brings together distinguished scholars, military leaders, corporate presidents, social advocates, and world-class athletes from around the nation. Each year, the NCLS allows USAFA cadets and faculty to explore a character-related theme.



The Air Force Academy Fund and the Sabre Society

Impacting our cadets every year

THE AIR FORCE ACADEMY FUND is an annual, undesignated fund that enables the Endowment and the Association of Graduates to fulfill their missions in support of the Academy. Every year, the Sabre Society recognizes those giving at the top levels of the Air Force Academy Fund.

In 2013 more than 4,700 graduates, parents and friends contributed over \$2.7 million to the Air Force Academy Fund. This included a record amount of more than 1,200 donors at the Sabre Society level (\$1,000 or more annually). In addition, during 2013, over 1,000 donors gave a gift to the Air Force Academy Fund for the first time.

Along with providing resources that allow the Endowment and Association of Graduates to fulfill their mission, the Air Force Academy Fund provides some of the most essential ongoing support to cadet activities at the Academy including support for cadet clubs, cadet research and cadet travel programs. It also provides critical support to the Superintendent to meet emerging needs and "margin-of-excellence" initiatives.

We are grateful for all donors to the Air Force Academy Fund. Gifts to the Air Force Academy Fund, including those at the Sabre Society level, enable the Endowment to support the following areas.

ACADEMY PROGRAMS

- Cadet Area Renovations and Improvements
- Cadet Awards
- Cadet Clubs and Intramurals
- Character Development Programs and Seminars
- Distinguished Speaker Series
- Hands-on Learning Opportunities and Travel
- International Immersion Programs
- Summer Internships
- The Academy Assembly
- Undergraduate Research

GRADUATE AND PARENT PROGRAMS AND SERVICES

- Career Services
- Chapter Programs
- Checkpoints Magazine and ZoomiEnews*
- Class Legacy Program
- Class Ring Maintenance
- Graduate Dependent Scholarships
- Appointee Bed and Breakfast
- Inprocessing Support
- Parent Handbook*
- Webguy Online Service

Giving by the Numbers

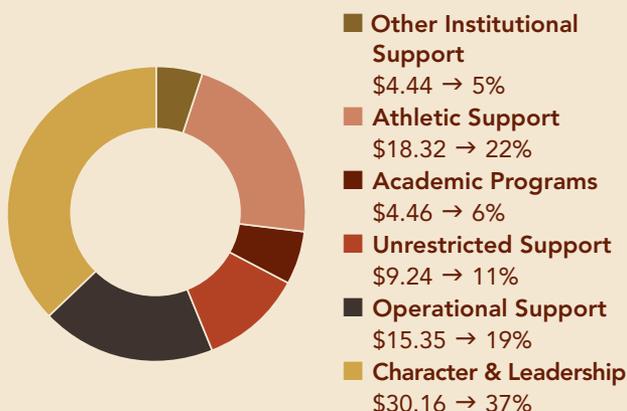
CUMULATIVE GIFTS AND COMMITMENTS

All dollar amounts in millions



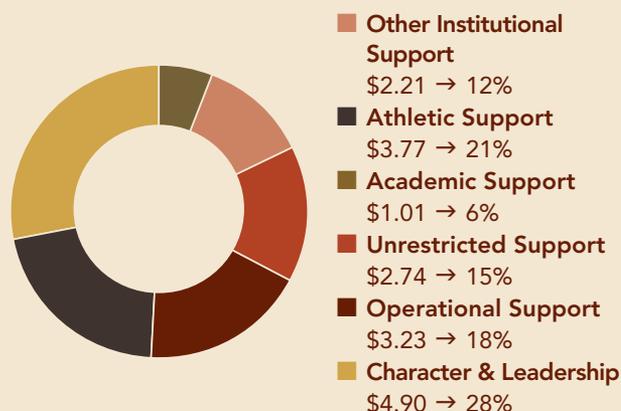
GIFTS BY PURPOSE (CUMULATIVE)

Private gifts and commitments of \$81.97 million to the USAFA Endowment since its inception in 2007 were designated to the following purposes.



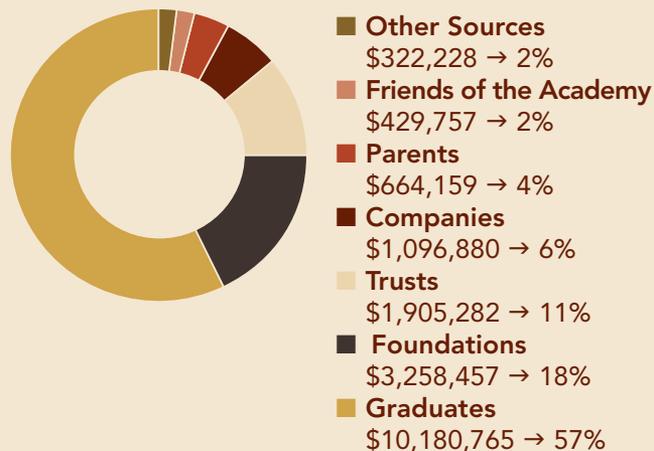
GIFTS BY PURPOSE (2013)

Private gifts and commitments of \$17.86 million to the USAFA Endowment during 2013 were designated to the following purposes.



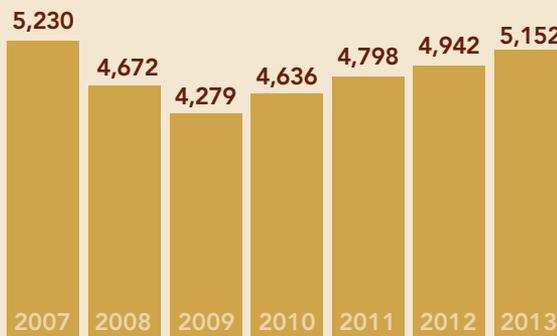
GIFTS BY SOURCE (2013)

Private gifts and commitments of \$17.86 million to the USAFA Endowment during 2013 came from the following sources.



NUMBER OF GRADUATE DONORS

USAFA graduates who made a gift to the Academy through either the Association of Graduates or the USAFA Endowment by year. The USAFA Endowment took charge of the Air Force Academy Fund in 2010.



A young man in a blue USAFA uniform, including a cap and a jacket with a USAFA patch, is walking on a paved path. He is carrying a red bag. The background shows green trees and a clear sky.

Summarizing Your Impact

JUST SEVEN YEARS AGO, the USAFA Endowment set out to provide transformative support to the Air Force Academy by working closely with graduates, families and friends of the Academy. Since its inception, the USAFA Endowment has raised over \$82 million in support of the Air Force Academy and graduate programs. In 2013 alone, the Endowment raised \$17.9 million in pledges, gifts of cash and securities, and gift-in-kind contributions to support the Academy and graduate programs. It is easy to say that we have begun to make a transformative impact on the Academy, though we still have much work to do.

Most notably in 2013, donors provided \$4.9 million to support initiatives for the Center for Character and Leadership Development (the CCLD), including a \$1 million commitment from Max James '64 to support an Editor-in-Chief for the Journal of Character and Leadership Integration and a nearly \$1.5 million endowment from the Class of 1973 to support the National Character and Leadership Symposium. Additionally in 2013, the Anschutz Foundation committed over \$3 million towards a future renovation of Falcon Stadium. Academic programs at the Academy also benefited from private funding in 2013, receiving total contributions of over \$1 million, to support initiatives such as the Senior Design Capstone Project, post-graduate scholarships, and cultural immersion and international programs, among others.

A significant portion of remaining gifts were directed by donors for unrestricted support and to underwrite the USAFA Endowment's operations. In 2013, the Endowment raised over \$2.7 million in support through the Air Force Academy Fund. This includes unrestricted gifts that garnered recognition in the Sabre Society and were used to support the ongoing missions of the AOG and the USAFA Endowment. These funds were also used to meet the immediate annual needs of the Academy and the cadets. Also in 2013, over \$1.45 million was contributed to support a future comprehensive campaign at the Academy, an effort that will directly enable the USAFA Endowment to raise significant support in the years to come.

As we seek to provide transformative support to the Academy, we also have seen a dramatic transformation in our donor base. The number of donors giving a gift to the Academy through the USAFA Endowment has grown from just 183 in 2009 to over 6,500 in 2013. The Endowment continues to work hard to steward each donation, whether \$1 or \$1 million, with the same degree of care and attention to detail.

The USAFA Endowment's cost of fundraising has consistently remained well below the national average since our inception in 2007. The Endowment's cost of fundraising was below 12 percent in 2013, meaning that for every dollar we spent last year to raise new contributions, we returned over eight times that amount in new gifts and commitments to support the Air Force Academy and our ongoing mission. We will continue to honor our donors' trust by carefully stewarding their investments in the Academy with the utmost efficiency and transparency.

**Numbers reported are new gifts and pledges*

Donors by Level

This table shows the number of donors who made total gifts to the Academy at various giving levels during 2013.

DONOR LEVEL	NUMBER OF DONORS	AMOUNT GIVEN
\$1M – \$ 5M	4	\$ 8,058,169
\$250K – \$999K	10	\$ 3,117,496
\$100K – \$249.9K	9	\$ 1,235,774
\$25K – \$99.9K	26	\$ 927,803
\$10K – \$24.9K	64	\$ 812,290
\$5K – \$9.9K	209	\$ 1,154,004
\$1K – \$4.9K	1,104	\$ 1,754,257
Less than \$1K	4,605	\$ 797,736
Totals	6031	\$ 17,857,529

Financial Summary

The following information is derived from the Endowment's financial statements as of December 31, 2013.

ASSETS

Cash and cash equivalent..... \$ 5,963,482

Investments..... \$ 14,119,280

Pledges (Promises to give)..... \$ 20,182,342

Other Assets..... \$ 576,001

Total Assets.....\$ 40,841,105

EXPENSES

Programs & Services Provided..... \$ 4,866,249

Fundraising..... \$ 1,556,878

General and administrative \$ 703,817

Total Expenses\$ 7,126,944

The United States Air Force Academy Endowment

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The USAFA Endowment would like to thank all of the graduates, parents, and friends that helped to make 2013 successful for our cadets.



THE UNITED STATES AIR FORCE ACADEMY

ENDOWMENT

Looking Forward – Giving Back

3116 Academy Drive, Suite 200
USAF Academy, CO 80840