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

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

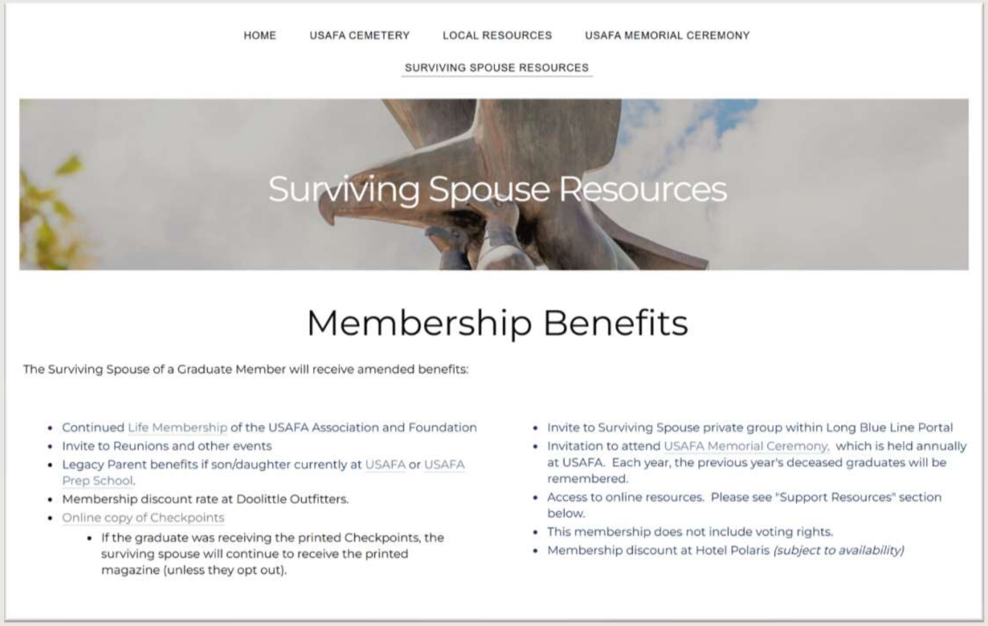
EVP Report

Michael “Baja” Cornelius ‘00

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

Motion: Surviving Spouse Amendment

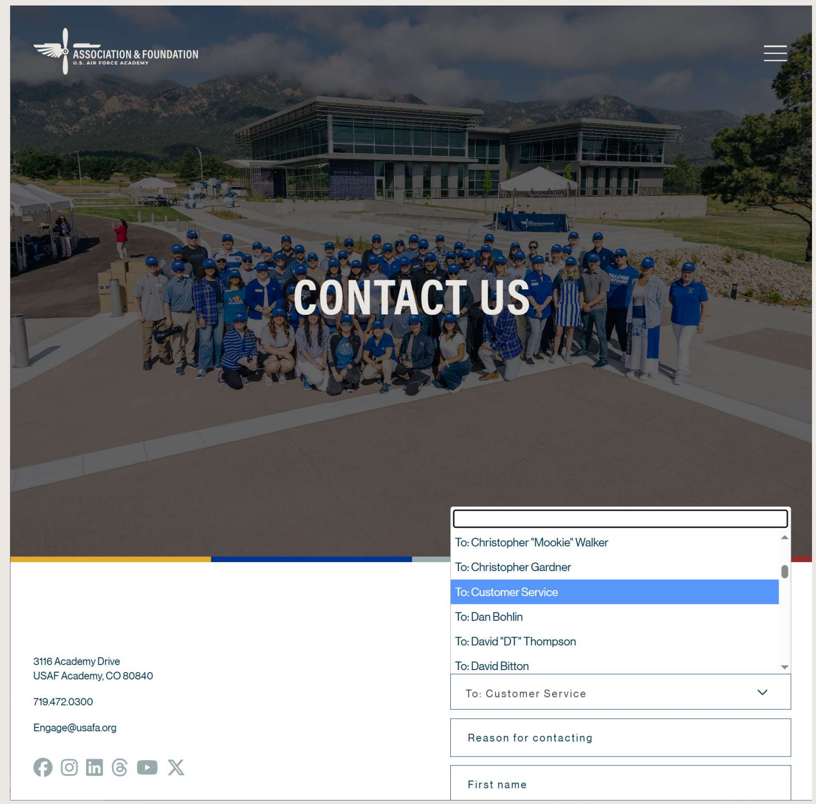
- BLUF: Currently an active membership benefit & program
    - Continued life membership
    - Invites to reunions & other events
    - Legacy parent benefits (if applicable)
    - Doolittle Outfitters & Hotel Polaris discounts
    - Checkpoints (online) & access to online resources
    - Invite to Surviving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



9

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

11

CFO Report

Katie Willemarck

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

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
U.S. AIR FORCE ACADEMY

Audit Committee

Director Carpenter

ASSOCIATION OF GRADUATES
U.S. AIR FORCE ACADEMY

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

53

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?

58

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

70

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)

76

Task Force Updates

Implementation Task Force

Director Walker

Election Hot Wash Task Force

Director Walters

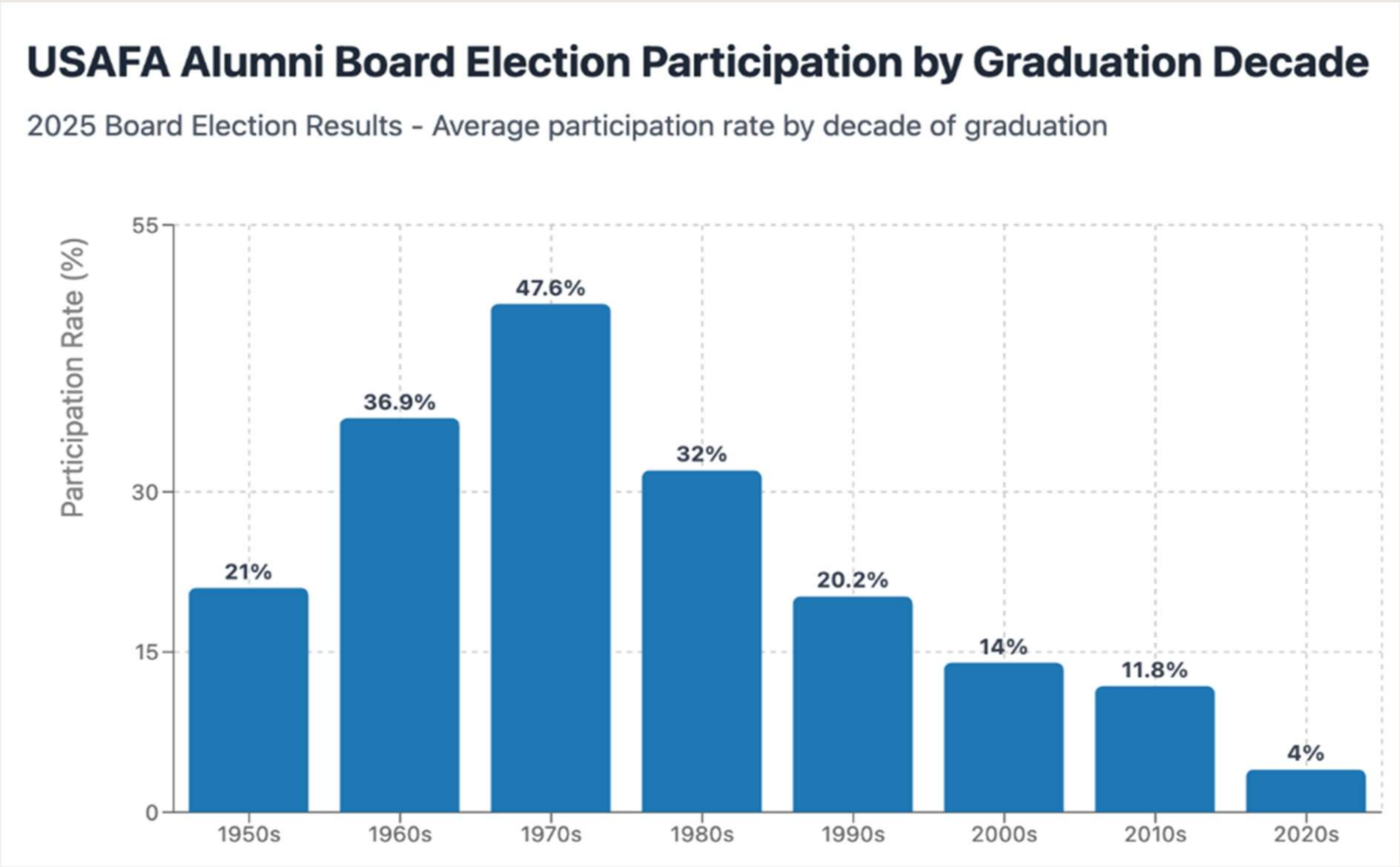
Engagement Paradox

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
Participation Rate (%)
55
30
15
0
47.6%
36.9%
32%
21%
20.2%
14%
11.8%
4%
1950s
1960s
1970s
1980s
1990s
2000s
2010s
2020s

81

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.

83

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%

84

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

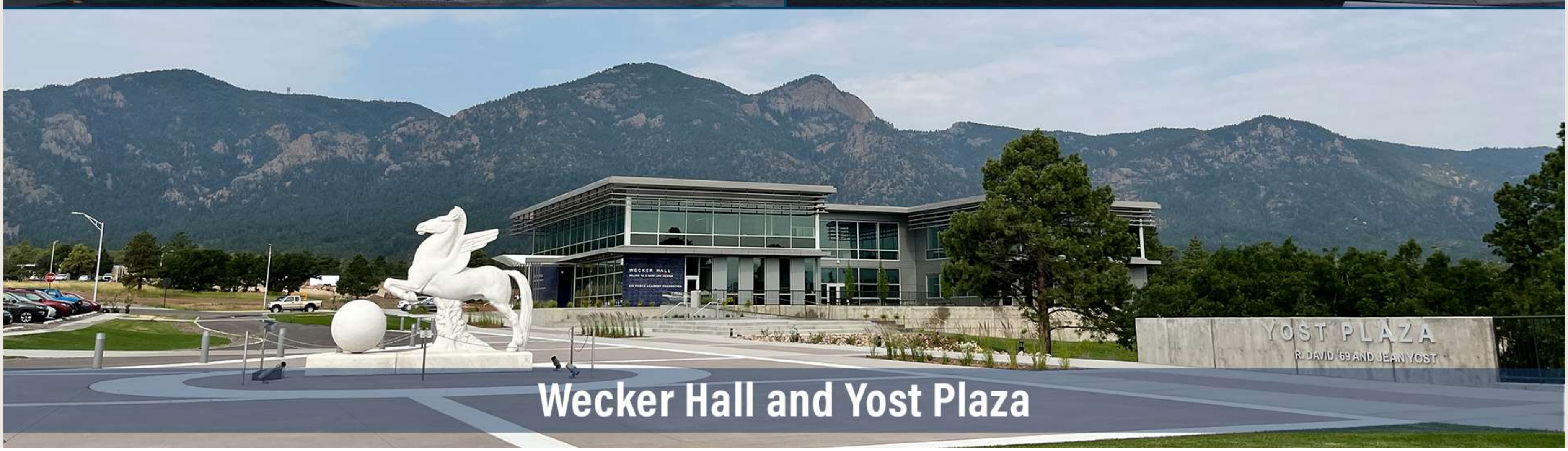
The Air Force Academy Foundation exists to provide financial support for Academy programs and ensure all donations are carefully and faithfully stewarded.

- 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.

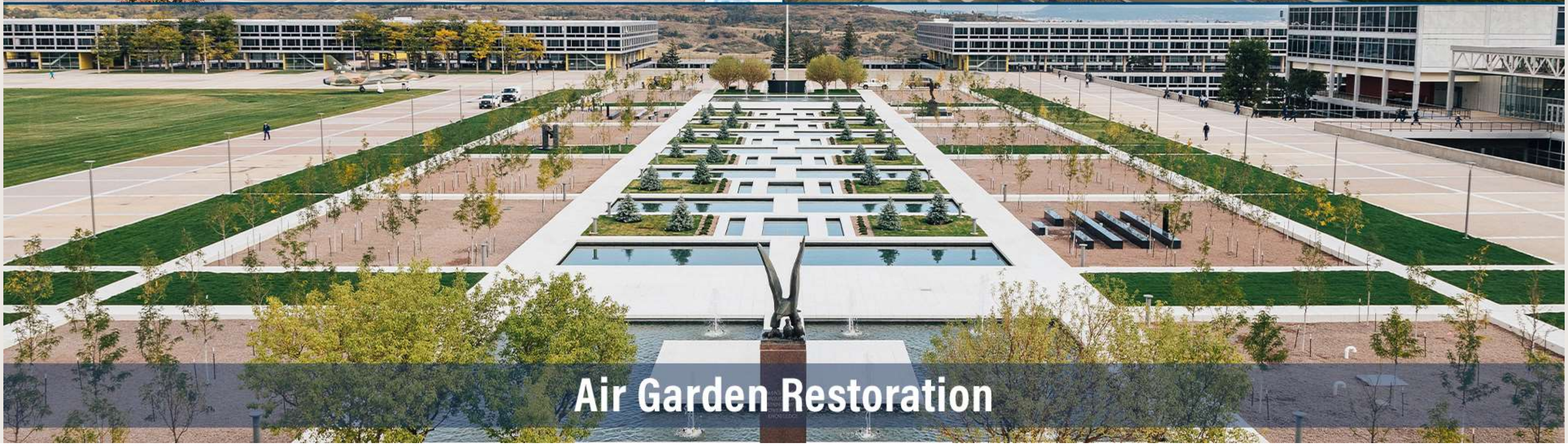
Foundation impact since 2007

TOTAL AMOUNT RAISED	TOTAL GIFTS COMMITTED	% OF GIFTS COMMITTED FROM GRADS	MEDIAN INDIVIDUAL GIFT SIZE	NUMBER OF FUNDS SUPPORTED
$480 million	176,000+	74%	$100	458

Donor-supported projects



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.

113

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

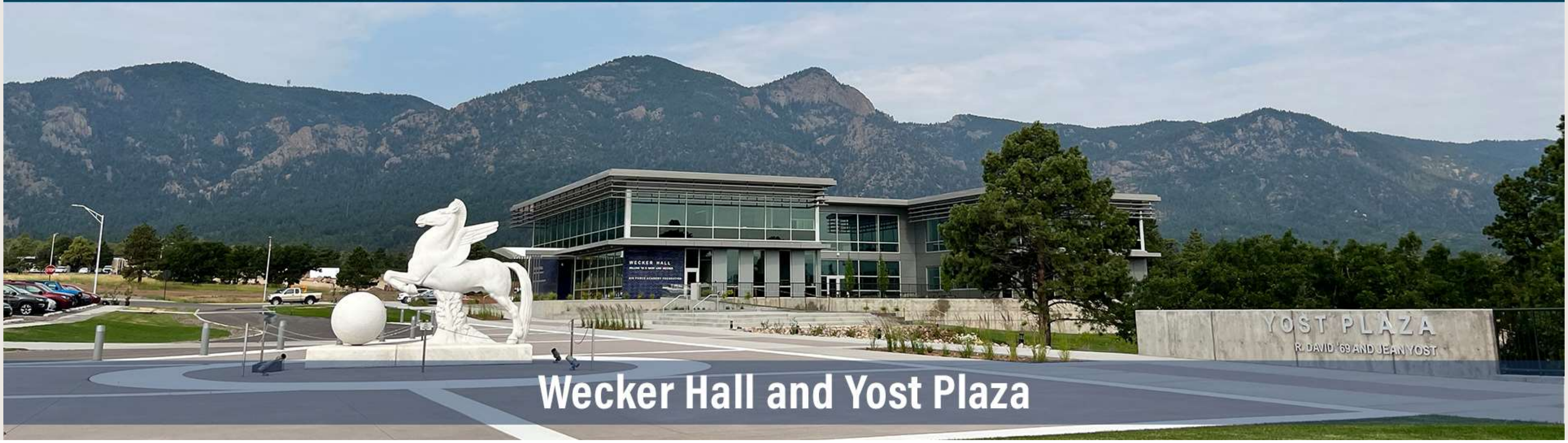
The Air Force Academy Foundation exists to provide financial support for Academy programs and ensure all donations are carefully and faithfully stewarded.

- 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.

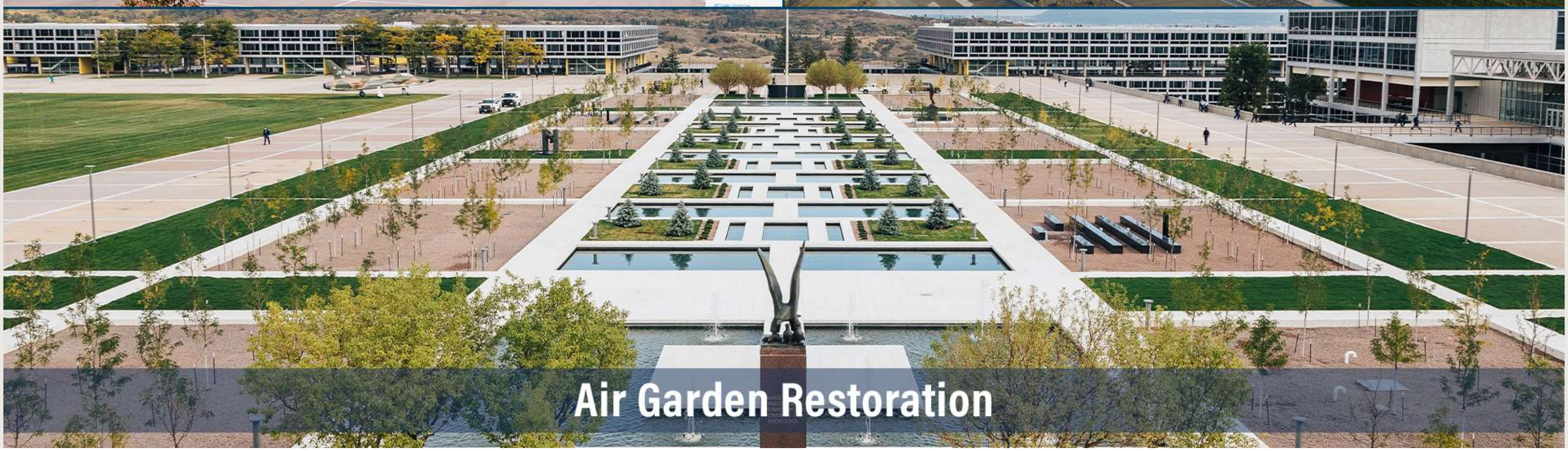
Foundation impact since 2007

TOTAL AMOUNT RAISED	TOTAL GIFTS COMMITTED	% OF GIFTS COMMITTED FROM GRADS	MEDIAN INDIVIDUAL GIFT SIZE	NUMBER OF FUNDS SUPPORTED
$480 million	176,000+	74%	$100	458

Donor-supported projects



Donor-supported projects



Donor-supported projects


HH-3E Jolly Green Giant


Air Warrior Combat Memorial


Leadership Challenge Tower


Institute for Future Conflict

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.