



Board of Directors Adjourned Meeting

28 August 2025 Meeting Minutes

Location: Zoom Meeting

APPROVED

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

Members Present Via Videoconference: ALL

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

Guests Present: Michael Rose '69

I. Call to Order

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

II. Moment of Silence & Pledge of Allegiance

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

III. Notified Absences

- a. Director Dial and Director Evans

IV. Agenda Approval

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

V. Director Motions

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

(Attached – pages 6-8)

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

VI. Task Force Updates

- a. Implementation (*Director Walker*)
- b. Election Hot Wash (*Director Walters*)

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

VII. Class Advisory Senate

- a. Common Values (*Director Cinnamon*)

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

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

- a. Finance Committee
 - Glenn Strebe '87
 - Wes Williams '00
 - Steven Nelson '14

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

Adjourn / Assignments for regular October meeting

- I. Operating Plan and Budget to Directors
- II. BOD Meeting
 - a. AOG / AFAF Update
 - b. Committees / CAS Reports
 - c. Assign Gov. Policies Cat 2 / Calendar Review
 - d. Approve Budget
 - e. Tabled and Postponed Motions

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

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

Attachments:

- 1. Board Meeting Slide Deck

Board of Directors Adjourned Meeting

28 August 2025





Agenda

- 1** **Call to Order**
- 2** **Moment of Silence & Pledge of Allegiance**
- 3** **Notified Absences & Introductions**
- 4** **Agenda Approval**
- 5** **Director Motions**
- 6** **Task Force Updates**
- 7** **Class Advisory Senate**
- 8** **Committee Non-voting Member Decision**

Director Motions

Motion on amendment to Clarify Article XII



Author: Director Denny Merideth

MOTION: Move that the AOG Board 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** ~~for the~~ Articles of Incorporation. All amendments must be approved by two-thirds majority of the entire Board. Bylaws changes are effective immediately upon approval, unless otherwise specified.

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

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

Motion on amendment to Clarify Article XII – cont.



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

Section 45. Effective Date of Adoption of Membership Proposed Bylaws and Amendments: Once the vote is concluded, and the revisions and amendments approved by the membership under paragraph 3 above will be adopted upon certification of the election by the Board Secretary.

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

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

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

1. Section 1 change: amending the AOI is codified in the Aol 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 2011 version. The point of the paragraph was to allow the BOD to make non-substantive changes so that mundane type of corrections or improvements did not need full membership approval. With the 2021 amendment giving the BOD authority to make all changes to the Bylaws there is no real need for the non-substantive paragraph.
5. Table of Contents: changing the table of contents is needed in order to reflect the deletion of Section 4 and renumbering of current Section 5 to Section 4.

Task Force Updates



Implementation Task Force

Director Walker



Election Hot Wash Task Force

Director Walters

Engagement Paradox



What the Data Reveals:

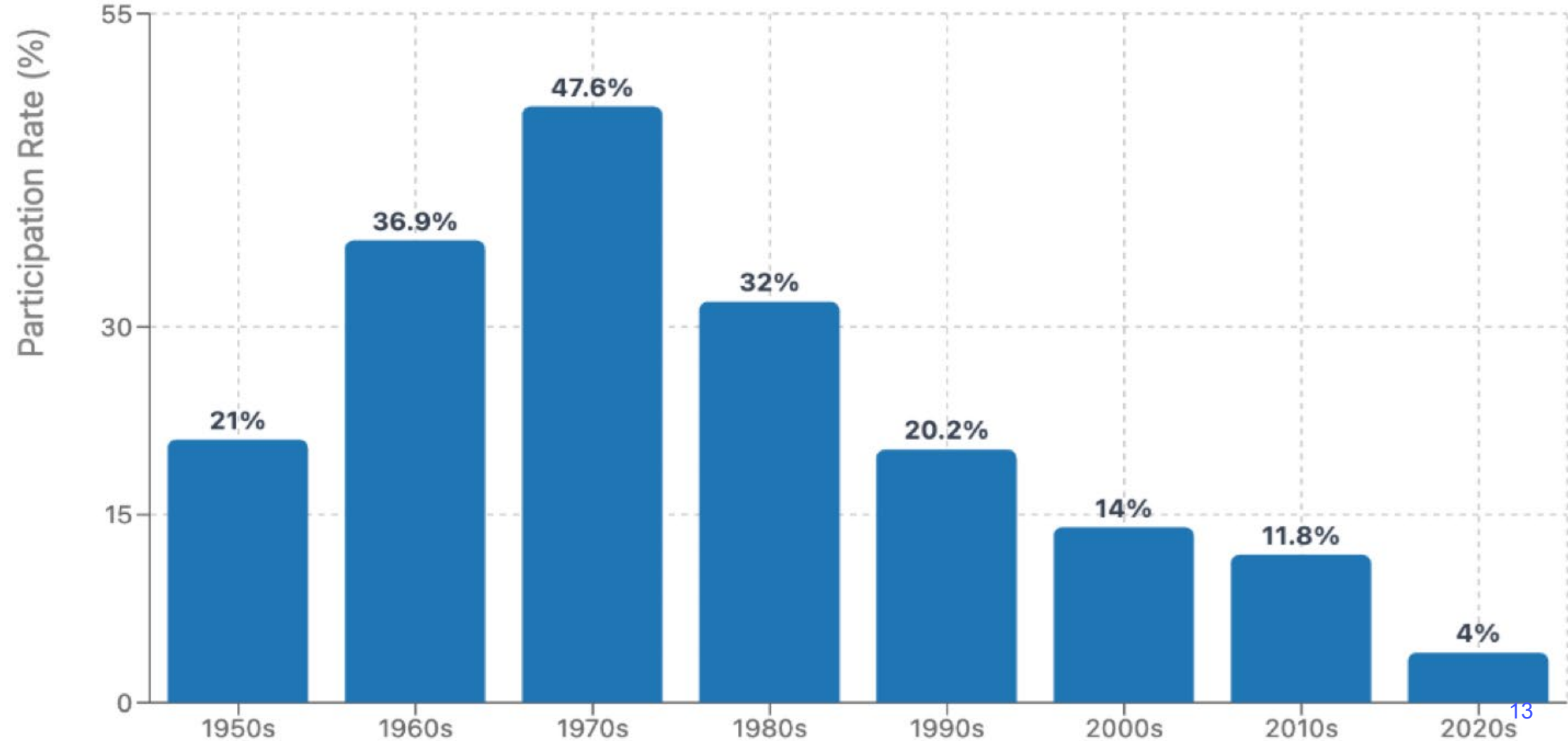
- 22.87% participation rate (Page 1) - yet 94.1% satisfaction with process mechanics (Page 8)
- Stark generational divide in participation that winnows to almost none

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

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

USAFA Alumni Board Election Participation by Graduation Decade

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



Beyond Traditional Voting Theory



CIRCLE Academic Research Findings:

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

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

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

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

Appointed Director Timing Issue



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

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



Implementation Roadmap

Why 26% for Recent Graduates?

Current Reality:

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

Research-Based Target Logic:

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

Implementation Timeline: 6 months:

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

Next Steps



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

Erin Staine-Pine, 98, 33.1%

Ebony Johnson, 2000, 26.5%

Charlie Crouse, 2013, 17.4%

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

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



Direct Feedback (Comments Section)

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

Top 3 Improvement Areas Identified

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



Technical Issues - Session Management & Platform Stability

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

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

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

Information Access & Data Privacy



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

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

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

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

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

Class Advisory Senate

Director Cinnamon





Finance Committee

Director Evans

Members

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



- **Committee Non-voting Member Decision**

Assignments for next meeting



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



Motions Adopted at the July Meeting:

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



Motions Tabled/Deferred at the July Meeting:

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