



2025 DONOR IMPACT REPORT

FORGING LEADERS



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Access the 2025 online donor honor roll at usafa.org/2025HonorRoll

Sign in to the donor honor roll using the email address or credentials you use to log in to the U.S. Air Force Academy Association & Foundation website.



You made a difference.

As we reflect on the dynamic previous year at the U.S. Air Force Academy, one constant emerges: The generous support of graduates, parents and friends bridges the gap between “sufficient” and “excellent” across the Academy’s mission elements. Your generosity ensures that cadets don’t simply receive the basics of a quality undergraduate education and a commission — they receive premier opportunities that shape their futures as leaders.

The Academy’s mission — to forge leaders of character — has never been more vital. Cadets are preparing for a landscape, marked by rapidly shifting strategic and technical challenges, that looks vastly different than it did even a decade ago. The challenges our newest graduates will face — in the air, in space and across the digital frontier — require preparation that is both rigorous and visionary.

Through your support, we have funded:

- **International immersion** equipping cadets with cultural fluency and strategic perspectives to inform their future leadership roles around the world. As scholars and Academy ambassadors, cadets travel the world through the Stamps Leadership Scholar program, the Martinson Honors Program and Olmsted Foundation-funded cultural immersion trips. Cadet clubs offer immersion opportunities as well, such as the rugby team competing and learning in Italy and the Cyber Warfare Competition Team connecting and learning with their counterparts in Thailand.
- **Modernized facilities** with the finest labs and training environments to prepare cadets for careers in the U.S. Air Force and U.S. Space Force and a variety of operational environments and challenges. The Madera Cyber Innovation Center, for example, opened in 2025, offering upgraded opportunities for cadets to learn and hone important technological skills.
- **Real-world projects** that expand cadets’ knowledge and skills while addressing challenges that affect the military and communities. Cadets take on the toughest problems in capstone courses and are exposed to current national security challenges through the Institute for Future Conflict. They also participate in military exercises aided by donor-funded drones, designed to expose them to the ever-changing landscape of armed conflict.

This annual impact report is more than a collection of stories; it is a testament to your belief in the next generation. When you give to the Air Force Academy Foundation, you are investing in the future of our cadets and the security of our nation.

Our cadets have chosen the harder path. They choose a life of service, sacrifice and challenge.

On behalf of the Academy, the Foundation and the thousands of cadets whose lives you have touched, thank you. Together, we are ensuring that cadets — soon to be officers — are prepared to lead.



With gratitude,

Mark Hille '97

President and CEO
U.S. Air Force Academy
Association & Foundation

2025 BY THE NUMBERS

TOTAL COMMITMENTS

\$43.7 MILLION

GRADUATE
DONORS

4,386

NEW ESTATE PLAN
COMMITMENTS

\$11.9
MILLION

COMMITMENTS BY PURPOSE

Academics	\$17.7 MILLION
Capital and Academy Improvements	\$9.7 MILLION
Association & Foundation and Other Unrestricted Support	\$5.9 MILLION
Heritage	\$3.4 MILLION
Athletics	\$3.4 MILLION
Cadet Activities	\$2.7 MILLION
Character & Leadership	\$882,000

COMMITMENTS BY SOURCE

GRADUATES	\$35.8 MILLION
FOUNDATIONS	\$4.5 MILLION
OTHERS	\$1.9 MILLION
PARENTS	\$912,574
COMPANIES	\$627,681



DONORS BY LEVEL

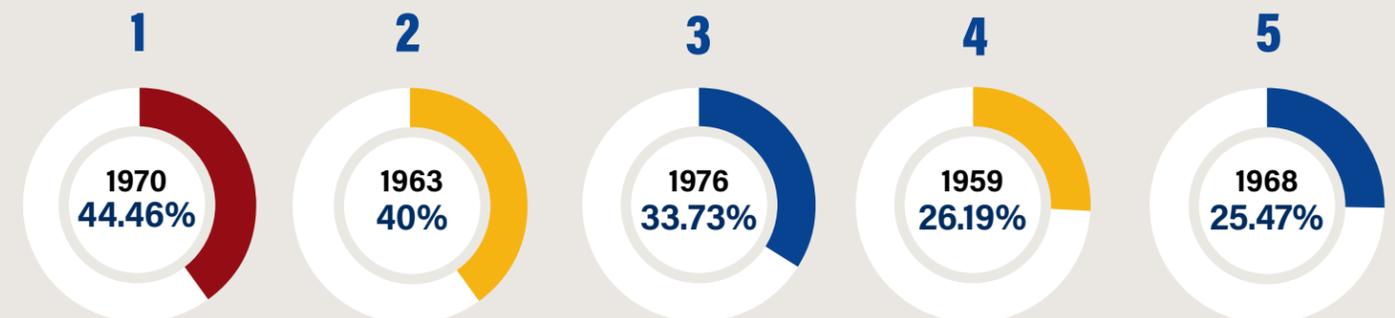
\$5,000,000+	1
\$1,000,000-\$4,999,999	6
\$500,000-\$999,999	13
\$250,000-\$499,999	14
\$100,000-\$249,999	29
\$50,000-\$99,999	38
\$25,000-\$49,999	28
\$10,000-\$24,999	70
\$5,000-\$9,999	155
\$2,500-\$4,999	179
\$1,000-\$2,499	1,266
Less than \$1,000	4,223

**TOTAL
NUMBER OF
DONORS**

6,022

TOP 5 GRADUATE CLASSES

BY GRAD PARTICIPATION RATE BASED ON GIFTS COMMITTED



FINANCIAL INFORMATION IS DERIVED FROM THE AIR FORCE ACADEMY FOUNDATION'S UNAUDITED FINANCIAL STATEMENTS AS OF DEC. 31, 2025. VISIT USAFA.ORG/FINANCIAL-REPORTS TO VIEW MORE DETAILED, AUDITED FINANCIAL STATEMENTS AND FORMS 990.



FRONT RANGE CONSORTIUM

With support from The Anschutz Foundation, the Front Range Consortium is elevating Colorado's Front Range as a leader in solving national security challenges. Col. (Ret.) Erin Staine-Pyne '98, a former senior military fellow on the Council of Foreign Relations, leads the program.

The FRC's efforts focus on students and faculty at six higher education institutions, including the Air Force Academy. They engage with national security experts and researchers to deepen their understanding of the field and stay informed about research opportunities, partnerships and career entry.

INSTITUTE FOR FUTURE CONFLICT

John '63 and Sandy Fox built on their support of the Institute for Future Conflict with a 2025 gift to accelerate and increase the IFC's transformational work.

"My hope is that it will be a constantly evolving entity at the Academy that's looking forward, searching for the threats facing us," Fox says of the IFC. "It's evolving as we learn more about how our adversaries are targeting us. I hope that there's always this curiosity and search into the unknown."

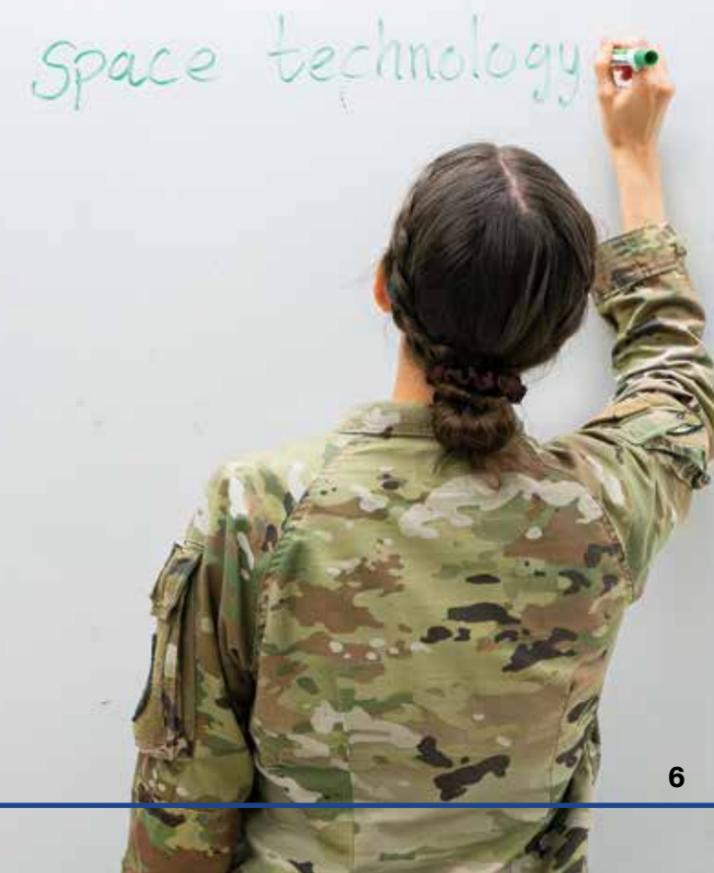
Part of that search could be facilitated through a new future conflict minor approved by the Academy in the fall.

The Fox IFC Operating Fund has underwritten three fellows who teach the courses within the minor. The fund also bolsters cadet military training exercises in the fall and spring, upgrades to the Multi-Domain Laboratory and expansion of the combatives and water survival programs within the Department of Athletics.

Dr. Chad Mello was hired in 2025 to help incorporate the subject and use of AI into the Academy's academic curriculum, military training and athletic performance. The Dr. Paul Kaminski '64 Endowment for Augmented Intelligence enabled Dr. Mello's hiring.

"The reason I use the term augmented," Dr. Kaminski says, "is that we're usually trying to augment a human, and have a human augment the processing, to make decisions faster and with greater accuracy than either a human or an autonomous machine can do alone."

Dr. Kaminski, a pioneer in the development of stealth aircraft, recognizes the importance, benefits and dangers of augmented intelligence, and he wants cadets to learn how to use it and defend against it effectively as airmen and guardians.



SUPPORTING LEADERSHIP TRAINING THROUGH COMPETITION, HISTORY



FISHER DEBERRY FOOTBALL EXCELLENCE ENDOWMENT

Lt. Gen. (Ret.) Tad Oelstrom '65 has been a fan of Fisher DeBerry since his first week on the job as the 14th superintendent of the U.S. Air Force Academy.

DeBerry's focus on service instead of his own needs stayed with Gen. Oelstrom throughout his tenure and even decades later when he decided to support the new Fisher DeBerry Football Excellence Endowment.

"Fisher had a lot greater influence on the Academy than what could be measured by his contribution on the field," Gen. Oelstrom says. "It was the focus that he thought cadets ought to have; it's far greater than football, and it also extends far beyond the Academy to the way you treat people and your family."

The new endowment honors him, his accomplishments and his influence on cadets. The Air Force Academy Athletic Corporation and the U.S. Air Force Academy Association & Foundation are partnering on the fundraising effort.

The nonprofits created the fund in 2025 to support the Falcon football program's priorities.

"In some years, that might be in our recruiting efforts and making our ability to travel efficiently work to our advantage," explains Nathan Pine, director of athletics at USAFA. "In other years, it might be more around video analysis, equipment breakdown and technology tools. We are a developmental program, and so we need to invest in technologies that are going to help us coach, teach and improve our athletes."



Fisher DeBerry served as Air Force Academy head coach for 23 years, retiring on Dec. 15, 2006. He led 17 of his 23 teams to winning records. (Courtesy photos)

The organizations will further honor DeBerry with a statue at Falcon Stadium.

The organizations have set an initial \$2.5 million goal for the DeBerry Endowment, which garnered more than \$1 million in support between August and the end of the year.

HARMON MEMORIAL LECTURE

The Department of History hosted the 67th Harmon Memorial Lecture in Military History in October. Dr. Katherine Sharp Landdeck, professor of history at Texas Woman's University, presented "Experiment in the Cockpit" to approximately 800 cadets. She discussed the Women Airforce Service Pilots of World War II as well as the integration of women into the service academies ahead of the 50th anniversary of that change.

Organizers said the donor-supported event inspired cadets and provided historical perspectives, one of the main goals of the annual lecture. Named in honor of Lt. Gen. Hubert Harmon, the first superintendent of the U.S. Air Force Academy, the lecture is made possible by a generous donation from the family of the late Brig. Gen. (Ret.) Alfred Hurley, former head of the Department of History and permanent professor.





The nine spring 2025 Martinson Honors capstone teams researched a wide variety of topics and contributed solutions.

- **Academic Major Satisfaction and Advising Reform:** proposed a structured advising schedule with six touchpoints in the first year to improve decision-making and satisfaction.
- **Flood Risk Alert System for Homeless Populations:** designed an alarm system to provide early flood warnings and enable safer evacuations.
- **Large Language Model Chatbots for Standardization Support:** evaluated proof-of-concept chatbot tools for potential Academy-wide and Air Force-wide implementation.
- **Healthy Mobile Phone Use Education:** developed a syllabus for a course promoting healthy social media and mobile phone habits.
- **Career-Aligned Leadership Development Model:** proposed a "3-and-1" model to align cadet squadron assignments with future operational roles in their senior year.
- **Strategic Framework for Greenland Engagement:** developed a framework to improve military understanding of and response to long-range, multifaceted strategic challenges.
- **Medical Reporting and Career Concerns:** proposed approaches to safeguard cadet health while reducing punitive perceptions of seeking medical care.
- **Autonomy in Academic Scheduling:** recommended increased cadet ownership and flexibility in course planning to enhance leadership and accountability.
- **Outstanding Squadron System Redesign:** created a revised policy with normalized criteria, streamlined scoring tools and improved reward structures.

MARTINSON HONORS PROGRAM

The Martinson Honors Program, created and supported by philanthropy, continues to grow in the number of cadets it serves and the number of opportunities it offers.

During the spring 2025 semester, the program staff launched a new immersion opportunity for incoming Martinson scholars.

Over the course of a weekend, scholars explored themes of community, history and personal values through guided reflections and hands-on learning experiences with partners such as the U.S. Olympic & Paralympic Museum, local art and history museums and Catholic Charities' Marian House Kitchen. In addition to becoming more familiar with the Academy and the honors program, cadets built camaraderie and critical thinking habits that will be

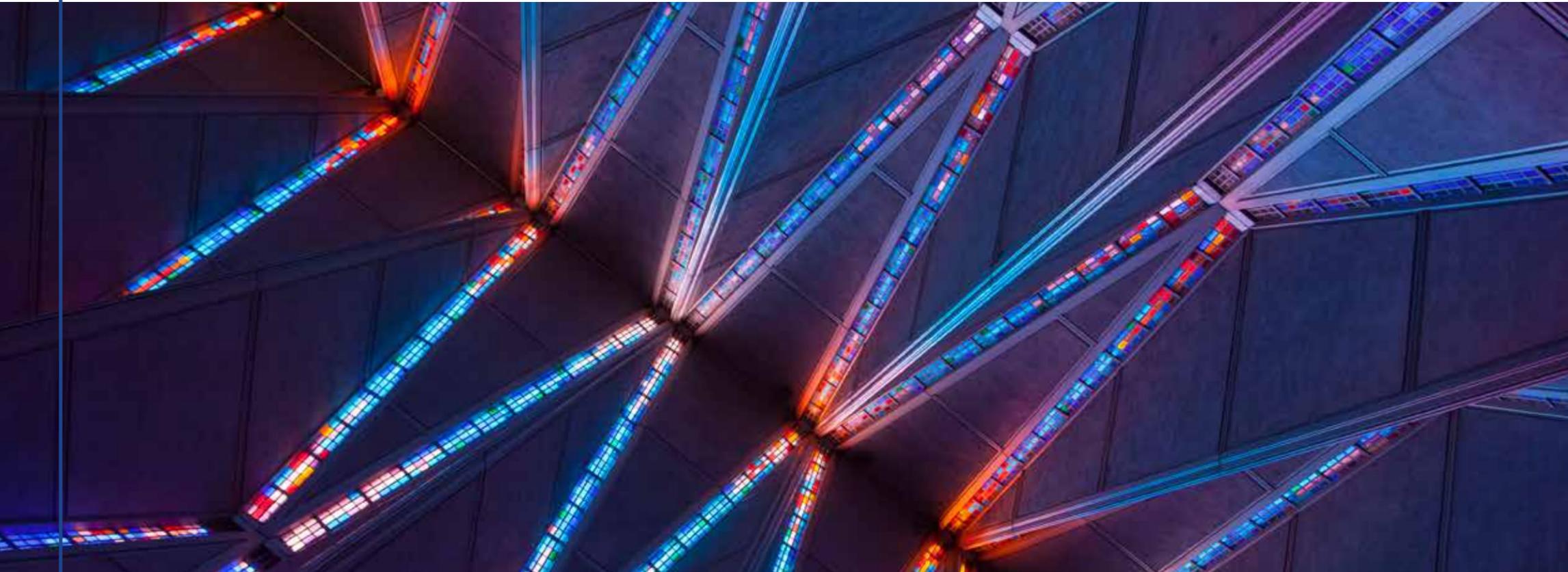
foundational to their success. This program will continue in 2026.

Several members of the Class of 2025 explored new opportunities through enrichment trips during the year. One Martinson scholar traveled to Denmark and Sweden to conduct economic research on NATO's presence in the Scandinavian region. Another traveled to the Netherlands and Bosnia to gain an international perspective on justice and learn, through firsthand accounts, about the Bosnian genocide. Nine others took a spring break trip to the Air Force Technical Applications Center in Florida to experience daily operations, including a Falcon 9 rocket launch.

Nine Martinson scholars also attended the National Collegiate Honors Council's 2025 conference. Within their research presentations, cadets examined complex issues ranging from space security and international norms to public policy, ethics, science and military leadership. Cadets and faculty participate in this national forum to strengthen their communication skills and to engage with other researchers within the broader honors education community.

The Martinson Honors Program is named in honor of lead donor John Martinson '70, a 2008 Distinguished Graduate.





ESTATE GIFT CREATES CHAPEL ENDOWMENT

Janet Holaday, a longtime friend and generous supporter of the U.S. Air Force Academy, passed away Feb. 14, 2025, and included a gift in her will to ensure that resources are always available for the institution's iconic Cadet Chapel. The legacy gift established the Janet Holaday Memorial Chapel Endowment Fund.

"She was a very patriotic American, and she had great respect for the Air Force Academy and the quality of its leaders," says Holaday's brother, Bart Holaday '65.

Although she was a Colorado College graduate, Janet Holaday valued what the chapel represented and wanted her legacy to help maintain and sustain it for future generations, Bart Holaday, a 2013 Distinguished Graduate, says.

A certified public accountant, Janet Holaday worked alongside her father in the first father-daughter CPA firm in North Dakota. She retired in 2008. She and

her brother also directed and managed The Dakota Foundation, founded in 1997. Its mission is to help people help themselves become more economically self-sufficient. It has provided \$10 million to more than 200 organizations.

Janet Holaday was described in her obituary as "a generous person who shared the benefits of her industry and frugality" with organizations such as the Presbyterian Church, the University of Jamestown, Colorado College and the University of North Dakota.

The Janet Holaday Memorial Chapel Endowment Fund will help sustain the chapel as a vital part of Academy life by supporting spiritual development and programs that cultivate leaders of character. The endowment will enable chapel leadership to meet immediate needs while ensuring a lasting impact for generations of cadets. The superintendent, collaborating with

The sun shines through the iconic stained glass at the Academy's Cadet Chapel.

chapel leadership, will help determine how annual disbursements will be spent.

"The generous contribution of Janet Holaday emphasizes the importance of religious and spiritual development among cadets," says Col. Ruth Segres, Academy chaplain.

The Janet Holaday Memorial Chapel Endowment Fund ensures that the Cadet Chapel remains a place where character is formed, faith is strengthened and cadets are supported throughout their journey of service.

In addition to Janet Holaday's planned gift, the Air Force Academy and Air Force Academy Foundation benefited from the generous foresight of other supporters who included USAFA and the Foundation in their estate plans.

- **Col. (Ret.) Jeffrey A. Levy '64**, Levy Endowment for the Peak Performance Center. Col. Levy died Sept. 30, 2025. As a Fulbright scholar, he studied economics and international relations at Sweden's University of Stockholm. His military service took him worldwide, and he earned three Distinguished Flying Crosses and a Bronze Star. He retired from the Air Force in 1988 and transitioned to a career in business. He devoted his later years to preventing underage drinking and drunk driving, particularly after his son, Jonathan, tragically died in a vehicular accident in 1997.
- **Capt. (Ret.) Kenneth Sampson '64**, Air Force Academy Foundation Operating Fund. Sampson died June 10, 2025. He was the oldest graduate in his Class of 1964, where he was a member of Cadet Squadron 24. After his service in Vietnam, he suffered from PTSD. Later in life, he advocated for others to speak out about their PTSD as part of their recovery.
- **Juliet Sanders**, Friends of the Air Force Academy Library and the Air Force Academy Foundation Operating Fund. Juliet Sanders died Oct. 16, 2024. She was the surviving spouse of the late Col. (Ret.) Van Sanders '65, who died in 2021. They traveled the world during his Air Force service, including several years in Portugal, where Col. Sanders served as air attaché to the U.S. Embassy. The couple steadfastly supported the Air Force Academy Fund during their retirement in the Pikes Peak region of Colorado.
- **Lt. Col. (Ret.) Dennis Sbach '72**, Air Force Academy Foundation Operating Fund. Col. Sbach died Nov. 14, 2024. A lifelong runner, he served as a pilot in the Air Force for over 20 years. After his retirement, Col. Sbach joined Southwest Airlines as a pilot until his retirement in 2014.



ACADEMIC SUCCESS CENTER

Even the most driven U.S. Air Force Academy cadets face moments when the academic workload is overwhelming. The donor-funded Academic Success Center exists precisely for those moments, offering personalized support that helps cadets build the confidence to succeed in their academic and military careers.

Housed in Fairchild Hall, the center helps cadets develop competency in learning strategies, writing, public speaking and STEM disciplines. Each year, ASC faculty log more than 9,500 cadet contacts, often during critical evening hours. These include one-on-one consultations, group sessions, classes and workshops. Demand continues to grow across all ASC programs, reflecting the trust cadets place in its services and the value the center brings.

Beyond its reputation as a vital academic resource, the center helps the Academy curb attrition.

The ASC's Learning Strategies course provides cadets with key academic support. Since 2022, cadets in these cohorts have achieved a 71% graduation rate, with fewer than 1% disenrolled for academic deficiency. By their final semester, 40% earn Dean's List honors and 12% earn Commandant's List recognition.

"I appreciate all the help I received in Learning Strategies (and beyond) while at the Academy," says 1st Lt. Brayden Ford '23. "I used a lot of the techniques and strategies that were given to me while in pilot training. I believe that gave me the edge over others in my class. I was the distinguished graduate of my Undergraduate Pilot Training Class with the very real possibility of flying fighter jets."

In addition to Learning Strategies courses, resources like the ASC's Quantitative Reasoning Center, Writing Center and Public Speaking Lab help cadets prepare for STEM

BY THE NUMBERS OVER 9,500 CADET CONTACTS

Public Speaking Lab

- 531 one-on-one appointments
- 385 contacts through 29 workshops
- 30 contacts through scholarship interview preparation
- 18 contacts through international cadet speeches

Quantitative Reasoning Center

- 6,413 cadet appointments

Writing Center

- 2,086 cadet appointments

Strategies for Academic Success

- 230 cadets per year

courses, capstone presentations, leadership briefings, graduate school interviews and prestigious scholarship applications. Donors now fully fund four part-time faculty, each of whom has expanded the ASC's offerings, particularly evening appointments, to meet growing demand.

"The Academic Success Center helps us equip cadets to be critical thinkers, leaders of character and warfighters to win," says Col. Steven Hasstedt '92, then-acting dean of the faculty. "The ASC's work is made possible, in part, by private support, and it will continue to be a key component of the world-class education we offer all cadets."



INTERNATIONAL EXPERIENCES

The U.S. Air Force Academy cultural immersion program, with support from the Olmsted Foundation, enabled three international trips in 2025: Hungary and Poland, the Republic of Korea and NATO Defense College in Germany.

The six cadets who traveled to Hungary and Poland during spring break studied European history and security issues, including civil-military relations. They also met with Hungarian Air Force cadets and U.S. Embassy staff in Budapest.

Participating cadets described the trip as meaningful and thought-provoking. They discovered how

the experiences of their trip could help them be better leaders as their military assignments take them around the globe.

At the same time, another six cadets explored South Korea to see firsthand its evolution into an economic powerhouse. They learned about its strategic geopolitical importance and its history of democratization.

Participants said the experience was important to their development as future officers, underscoring the significance and impact of complementing academic instruction with immersive, firsthand experiences.

Two other cadets spent part of their first summer session at NATO Defense College in Oberammergau, Germany. They attended formal courses — NATO Instructor Course and Strategic Operations Planning Course — and discussed NATO policy with the officer who organizes the curriculum.

The insightful experience helped the cadets learn about foreign relations and geopolitical context and relationships.



CADET-ADVISED PORTFOLIO

The Department of Management can now utilize a cadet-advised investment portfolio during its capstone course. Jerry '70 and Pam Bruni have provided a significant gift to start the fund, which will also serve as an endowment to pay for cadet research, cadet travel and scholarships for graduate studies, especially for the Departments of Management and Economics. Jerry Bruni is a 2024 Distinguished Graduate.

Cadet participation in investment recommendations will provide tangible experience in risk management and ethical investment decision-making. Cadets also will be exposed to how financial markets intersect with national defense and global strategy.

The fund will be overseen by a committee of faculty members, the dean of the faculty and the chief financial officer of the Association & Foundation.



HOTEL POLARIS

Since opening in late 2024, Hotel Polaris has become more than a new landmark outside the U.S. Air Force Academy's North Gate. It is a public gathering place connecting generations of graduates, families and visitors to the Academy's mission.

In its first full year of operation, the hotel hosted reunion classes, conferences, weddings, retirements and community events. The 2025 reunion season marked the first time graduates fully utilized the hotel, with eight classes — 1965, 1970, 1972, 1975, 1985, 1995, 2000 and 2015 — hosting events there. The Class of 1975 nearly sold out the hotel during its reunion weekend.

Donors have contributed nearly \$8.2 million to reduce financing costs and secure the hotel's future as a sustaining asset for the Association & Foundation and as a long-term resource to support the Academy's mission.

This includes \$1.3 million in sponsorships for standard rooms, ninth-floor rooms, suites and the Superintendent Suite. Each sponsored room features a plaque recognizing the donor(s) and space for a personalized message honoring family, friends or classmates. Plus, every guest room now includes materials that encourage visitors to consider a sponsorship, along with the latest issue of *Checkpoints* magazine, which strengthens visitors' connection to the Association & Foundation and the Academy.

"Sponsoring the room and describing our three-generation USAFA family legacy gives me enormous pride and helps my father, my son and me feel strongly connected to USAFA," says Micah Mossman '04. "I hope the hotel will continue to instill enormous pride in USAFA graduates."

Following the Class of 1970's reunion, several members of the class sponsored rooms after

their classmates shared personal reasons for supporting the hotel and encouraged others to do the same.

One of the most visible examples of collective donor impact is the Class of 1994's sponsorship of the hotel's Flatiron Plaza, which offers stunning panoramic views of the Academy and Rampart Range. For its 30th reunion project, the class raised over \$750,000. The Class of 1994 will be recognized with permanent plaques that tell its story and a custom sundial installed on the outdoor plaza, creating a lasting tribute to its legacy.

Together, these early successes demonstrate how Hotel Polaris is strengthening the community, deepening graduate engagement and creating meaningful opportunities to invest in the Academy's future.

CADET-FOCUSED SUPPORT

Donors support cadets at the U.S. Air Force Academy in several ways: travel to learn from other institutions, travel to compete, cadet morale and more.

International immersion

The Cadet Cyber Warfare Competition Team sent five of its members to Thailand to build on its five-year relationship with Navaminda Kasatriyadhiraj Royal Air Force Academy. The USAFA cadets competed on teams with 11 Thai cadets and explored the country during their five-day trip.

"We learned from them, and we taught them some skills, and we also met high-ranking officials within the academy itself," says Cadet 3rd Class Neil Kumar, who was chosen as the team's captain in the fall. "We met the U.S. ambassador to Thailand and talked with him regarding our futures in the military. We got some great advice from him."

The team benefits from ongoing support from the Class of 1968 Endowment for Cyber Competition.

Academic competitions

The Mock Trial Team also traveled in the fall, thanks to a gift-in-kind from United Airlines. Cadets, faculty and staff traveled to Seattle, where two teams competed at the Emerald City Open Tournament at the University of Washington.

USAFA Team A earned the Spirit of American Mock Trial Award, which recognizes the team that best exemplifies professionalism, civility, respect and sportsmanship. USAFA Team B placed third at the tournament. Four individual cadets earned awards as either an outstanding attorney or an outstanding witness.

The donor-supported Dean of the Faculty Fund also helped send the Mock Trial Team to compete in Minnesota.



Cadet morale

During the summer, the Academy revived its tradition of offering a July 4 fireworks show. The donor-funded Cadet Wing Leadership & Morale Fund made the event possible, attracting cadets, faculty, staff and community members.

The Academy hosted a family-friendly event at Falcon Stadium prior to the fireworks display near the Terrazzo.

The same fund helped ensure Air Force Academy cadets could attend the Air Force versus Navy football tailgate as part of their trip for the first Commander-in-Chief's Trophy showdown of 2025. Graduates and other fans enjoyed interacting with the cadets during weekend activities.

Donor funds also helped cadets celebrate Boo Bash prior to the Nov. 1 Air Force versus Army football game and December holiday events with festive decorations.



Artist concept of the Distinguished Graduate Memorial.

The U.S. Air Force Academy Association & Foundation continues to support graduates with philanthropy's help. In 2025, that support provided a new way to honor Distinguished Graduates, expanded access to remembering and honoring deceased classmates, and created organizational efficiencies.

DISTINGUISHED GRADUATE MEMORIAL

Construction began in 2025 on a new Distinguished Graduate Memorial on the Heritage Trail, to be completed in spring 2026. Made possible by a gift from Hugh '64 and Nan Williamson, the memorial will be a more sustainable way to recognize the recipients of the prestigious annual lifetime achievement award, bestowed by the Air Force Academy and the Association of Graduates.

Hugh Williamson, a 2020 Distinguished Graduate himself, chaired the committee that designed the memorial.

Beginning in 2027, the most recent Distinguished Graduates will be recognized for one year on the same pedestals as previous award recipients. Once a new class of Distinguished Graduates is honored, the previous class's plaques will be moved to the Distinguished Graduate memorial wall, just north of Wecker Hall, for permanent display.

HERE'S A TOAST ENDOWMENT



Academy graduates who are Association of Graduates members can now receive a printed copy of the annual *Here's A Toast: Gone But Not Forgotten* memorial publication at no cost to them.

Lt. Gen. (Ret.) Marcus '61 and Ginger Anderson made this service possible through a gift to the Here's A Toast Endowment.

The endowment supports the production of the keepsake publication, which honors graduates, cadets, air training officers and AOG honorary members who passed away during the previous year, as well as other first-time submissions.

"These were brothers and sisters who served alongside us, who shared many of the same experiences at the Academy and who went on to serve our country. When we take time to honor their lives and their service, we strengthen the bonds that hold the Long Blue Line together," says Gen. Anderson, a 2012 Distinguished Graduate and former commandant of cadets at USAFA.



WECKER HALL

Wecker Hall opened in May 2025 as the headquarters of the Air Force Academy Foundation. It also provides office space for the Association of Graduates and other USAFA-supporting nonprofits, bringing together just over 70 employees to support the Academy, serve graduates and preserve the heritage of the institution.

Named for lead donors Dr. Bill Wecker '63 and his late wife, Mary Linn, the building was paid for entirely with private support. Dr. Wecker is a 2021 Distinguished Graduate.

The Association & Foundation's alumni relations, business administration, communications and development divisions are able to work more closely and efficiently together in the 25,800-square-foot building specifically designed to foster collaboration, efficiency and mission focus.

The Doolittle Outfitters gift shop remains in Doolittle Hall, where alumni events and AOG board meetings take place.

Dr. Bill Wecker '63 talks with Col. (Ret.) Jen Block '92, executive director of athletic programs, during a tour of Wecker Hall prior to the ribbon-cutting ceremony. (Photo by Bryan Grossman)





The visitor experience at the U.S. Air Force Academy continues to expand, showcasing cadet life, historic military figures and a tribute to all graduates.

C-130 propellers will honor every Air Force Academy class as part of the Spirit of '76 Echelon project. (Photo by Ryan Hall)



Individuals representing and inspired by the Tuskegee Airmen and their legacy gathered to celebrate the Tuskegee Airmen Memorial groundbreaking at the Air Force Academy. Guests included Tuskegee Airman combat pilot Col. (Ret.) James Harvey; Peggy Shivers, wife of the late Tuskegee Airman Lt. Col. (Ret.) Clarence Laudric Shivers; Leon Butler Jr. '91, president of the Tuskegee Airmen organization; and Gabrielle Martin, Colorado Chapter president. (Photos by Bryan Grossman)

TUSKEGEE AIRMEN MEMORIAL

The Academy hosted a ceremonial groundbreaking for its Tuskegee Airmen Memorial in September 2025. Situated at the entrance to Davis Airfield, the memorial will feature full-scale models of a P-51 Mustang flown by the Tuskegee Airmen and a Boeing T-7A Red Hawk, the newest trainer aircraft for the Air Force. The T-7A will also feature a red tail, mimicking the look of the P-51s that gave the Tuskegee Airmen their Red Tails nickname.

Charles '81 and Karen Phillips are the lead donors for the project. Charles Phillips spoke during the ceremony and addressed a portion of his remarks to cadets.

“When you pass this monument as you return from the airfield during your always hurried day, let it interrupt you,” he said. “Think about it. Let it ask a few hard questions. Are you training to standard or to the standard they set? Are you using your wings to lift those around you?”

Lt. Gen. (Ret.) Sam Cox '84, vice president for Air Force Systems at The Boeing Company, represented major contributor Boeing at the ceremony. The USAFA classes of 1986, 1990 and 1996 also provided significant support.

HOSMER VISITOR CENTER

The Hosmer Visitor Center will open in May 2026, and donors have played a role in its construction from the beginning. During 2025, donor funds helped pay for a glider and its installation in the center's highest gallery. The Hosmer Visitor Center is named in honor of Lt. Gen. (Ret.) Bradley '59 and Zita Hosmer. Gen. Hosmer was the first USAFA graduate to serve as superintendent of the Academy.



Interactive and inspiring experiences await visitors to the Hosmer Visitor Center.

SPIRIT OF '76 ECHELON

The Spirit of '76 Echelon is the Class of 1976's ambitious 50th reunion project to pay tribute to all Academy graduates.

Situated along a new portion of the Heritage Trail north of Doolittle Hall and Wecker Hall, 120 C-130 propellers, organized in echelons, pay homage to the beginning of the Air Force and the Air Force Academy while representing the institution's classes through 2079 as a growing and supportive Long Blue Line.

“The point to this whole thing is to tell a story,” says Lt. Col. (Ret.) Larry Weaver '76, Ph.D., chairman of the class gift subcommittee. “This is designed to help people not only remember but also understand their own position in this and to project into the future and pass it on.”

The class will dedicate the project in October 2026.

LOOKING AHEAD

THE ASSOCIATION & FOUNDATION'S 2026 GOALS

The U.S. Air Force Academy Association & Foundation will work to complete three ongoing fundraising projects in 2026 while remaining focused on strengthening its support of cadets and graduates throughout their lives.

"We will continue to support all mission elements at the Academy," says Kelly Banet, executive vice president of development at the Association & Foundation. "As the year progresses, we anticipate that emerging needs will come into clearer focus and will be incorporated into our long-term planning."

ALIGNING WITH GRADUATE NEEDS

The Association & Foundation conducted a survey open to all graduates in the spring of 2026 to help refine its services and engagement opportunities. The last survey of all graduates was in 2022. Lt. Col. (Ret.) Naviere Walkewicz '99, senior vice president of engagement, helped coordinate the survey while also hosting an extensive schedule of in-person and digital touchpoints, including podcasts, for graduates of all ages. The newly formed NextGen Advisory Council will assist in planning activities for graduates from the last 30 years, including opportunities for career transition assistance and mentorship.

CAPITAL AND ATHLETIC PROJECTS

The Association & Foundation, in collaboration with the Air Force Academy Athletic Corporation, will continue to raise private support for the renovation of the Academy's baseball stadium, Erdle Field. It will also continue to work with AFAAC to support the new Fisher DeBerry Football Excellence Endowment.

The \$15 million baseball stadium project will include a modern concourse and a new home clubhouse. The concourse will surround Erdle Field with permanent concessions, restrooms, a new press box and 680 chairback seats. The clubhouse will feature a locker room, athlete nutrition station, training room and coaches locker room. The project also includes dugout renovations.

Meanwhile, as the full-scale model planes for the Tuskegee Airmen Memorial are built, the Association & Foundation will finalize approximately \$500,000 of fundraising for the memorial's construction near the South Gate.

ENDOWMENTS FOR GRADUATE SERVICES

The Association & Foundation will continue to cultivate support for programs that serve graduates. From the next-of-kin program assisting families of graduates who have died to creating memorable reunions for thousands of returning graduates, endowed funds can help underwrite these services for years to come.

For example, the Class of 1976 will direct donations above what is needed for its 50th reunion project to a Gone But Not Forgotten Endowment to support the Association & Foundation's next-of-kin program. Dr. Mark Nielsen '76 and his spouse, Laurie, have gone a step further and created their own endowment supporting next-of-kin needs.

In a similar vein, Lt. Gen. (Ret.) Marcus '61 and Ginger Anderson have created an endowment to provide graduates with print copies of the *Here's A Toast: Gone But Not Forgotten* publication honoring graduates, cadets, air training officers and AOG honorary members who passed away in the previous year. The Association & Foundation will seek additional funding to provide print copies to all graduates who want them.

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2025 DONOR IMPACT REPORT

