



DEFINING OUR FUTURE

THE CAMPAIGN IN SUPPORT OF
THE UNITED STATES AIR FORCE ACADEMY





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Every year since 1959, a new class of U.S. Air Force Academy graduates steps forward and takes an oath to defend our nation.

They do so with the knowledge that, when called upon, they set aside their own personal desires and place their lives on the line for the cause of freedom and prosperity in America and around the world.

► This remarkable pledge to live selflessly stands at the heart of the Air Force's timeless core values: integrity first, service before self and excellence in all we do.

These values define one's commitment to the Air Force, the Space Force and beyond. Graduates serve as airmen and guardians. They are astronauts and doctors. CEOs and entrepreneurs. Lawyers and teachers. Inventors and investors. They are ministers, public officials and coaches.

THEY ARE LEADERS OF CHARACTER .

Now, more than 60 years since the first graduates took the oath, the Academy's values remain unchanged as the institution rises boldly into its second half-century. Guided by its enduring mission, the Air Force Academy is developing the next generation of leaders of character. In this pursuit, the Academy is actively defining the future of the U.S. military and the nation and their roles around the world.



NEW CHALLENGES

Today's cadets face a more complicated future. While anchored by the Academy's unwavering values, they are confronted by an increasingly dynamic and interconnected world marked by ever more complex political, economic and social challenges.

They must be prepared for unprecedented advancements in technology, artificial intelligence and digital dependency.

They must understand powerful and often rapid shifts in culture, international political frameworks and the environment. And they must respond to new and emerging vulnerabilities to our security while building teams of individuals from increasingly diverse specializations and backgrounds, working together to protect the nation's interests.





- ▶ **U.S. Air Force Academy cadets must be prepared for unprecedented advancements in technology, artificial intelligence and digital dependency.**





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Amid these powerful winds of change and uncertainty, the Air Force Academy stands ready to do what it has so ably done since its founding — provide tomorrow's leaders of character with the intellectual capacity, strength and resiliency required to confront the challenges of our time. This work is more essential than ever, and so the Academy must be better than ever.

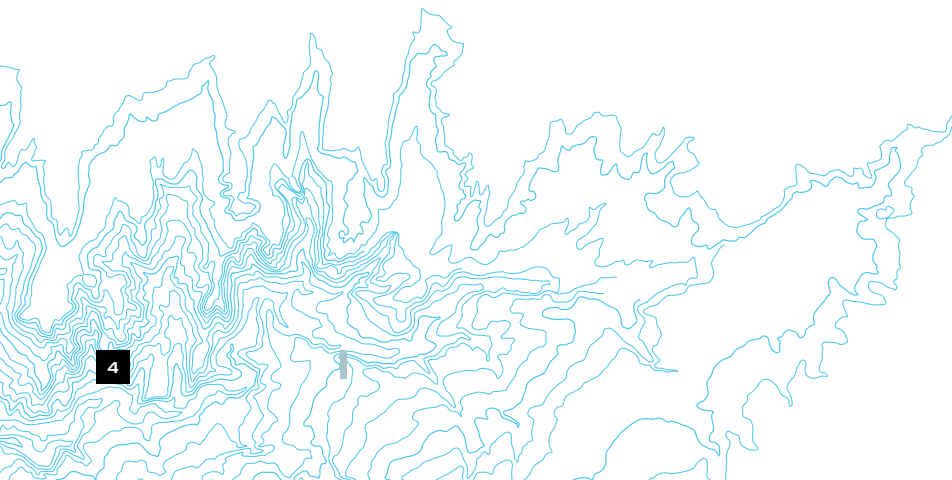


This is a defining moment for the Academy.

And like any great higher education institution, the Academy requires a combination of ample public and private funding to excel. For this reason, the Air Force Academy Foundation and the Association of Graduates, in support of the Academy and its strategic plan, are undertaking the most significant comprehensive campaign in the Academy's history — Defining Our Future.

We will focus our support on four central priorities:

- ▶ Ensuring the Nation's 21st-Century Preeminence
- ▶ Developing Leaders of Character
- ▶ Building Resiliency and Diversity
- ▶ Serving Graduates and Honoring Our Heritage.







ENSURING THE NATION'S 21ST-CENTURY PREEMINENCE

Defending our nation into the future requires a new and multifaceted approach to national security. The Academy is integrating its capabilities in information science, cybersecurity, artificial intelligence, unmanned aircraft and other emerging technologies throughout its curriculum.

The Academy has established the nation's first Institute for Future Conflict (IFC). Spanning the Academy, the IFC incorporates interdisciplinary research, education and hands-on experiences that examine the changing character and technologies of armed conflict while providing cadets with the skills to be agile and adaptive throughout their careers. As the IFC matures, it will be a part of enhanced alignment across the academic enterprise, including the Academy's more than 20 institutes, centers, laboratories and programs, to produce leaders exceptionally well prepared for 21st-century warfighting.

The new Madera Cyber Innovation Center will create a space and a culture where cadets

can engage in projects and partnerships that prepare them to anticipate and respond to cyber threats. Dedicated labs and increased collaboration spaces will expand on this new capability. Cadets will work with faculty and industry partners to creatively and quickly synthesize information across multiple specialties with an interdisciplinary understanding of the effects. An enhanced McDermott Library will assist cadets in the development of critical thinking skills, keeping pace with emerging methods of teaching and learning.

The Academy will expand opportunities for cadet research and academic teams. By investing in cadet research activities, we will help future officers prepare to encounter unstructured problem sets across a variety of fields and learn the power of collaboration through real-world application of classroom principles.



DEVELOPING LEADERS OF CHARACTER

▶ The Air Force Academy is known for developing leaders of high moral character. To prepare for the challenges of the 21st century, our cadets must experience and immerse themselves in hands-on leadership opportunities that broaden perspectives and ensure they are ready to lead in unfamiliar conditions.

Cadet training and development in the profession of arms must remain flexible and relevant to future service and professional lives. The Academy will increase its investment in experiences that build cadets' teamwork and leadership skills, including expanded Center for Character and Leadership Development programs, Cadet Wing leadership experiences and academic teams. Additionally, the Academy will broaden the reach of the Journal of Character and Leadership Development as the nation's leading publication in the scholarship of character.

The campaign will also support co-curricular and club activities that reinforce the impact of study and preparation while offering cadets the chance to represent the Academy across the country and around the world. The Academy's chaplain programs will make available multi-faith support for the Cadet Wing, and expert visiting lecturers and scholars will further inspire cadets for a lifetime commitment to honor and service.

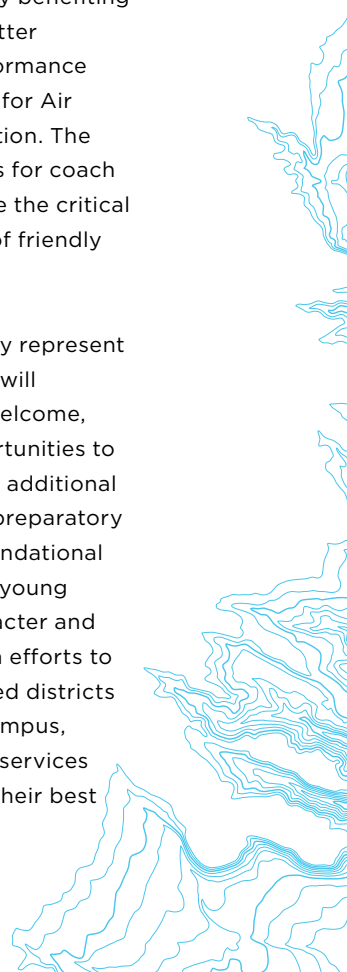


BUILDING RESILIENCY AND DIVERSITY

The strength and diversity of our Air Force and Space Force set the trajectory for each service's ability to defend our nation. To this end, each cadet will meet rigorous standards, building physical strength and mental toughness throughout their Academy experience. Their agility and resiliency will be shaped by increasing opportunities to compete, to face and meet adversity and to know the power of a team that represents all perspectives.

In support of our athletic mission, the Academy will invest in significant Falcon Stadium renovations and upgrades to other major athletic facilities. The Falcon Stadium modernization is the largest athletic investment in Air Force Academy history, with planned updates that will enhance the fan experience and boost stadium revenues, directly benefiting 1,000+ cadet-athletes each year. Better athletic facilities help optimize performance and strengthen community support for Air Force Falcons teams and the institution. The Academy will also provide resources for coach and athlete development to enhance the critical leadership laboratory on the fields of friendly strife.

USAFA cadets must also increasingly represent the Air Force and Space Force they will lead. We will ensure all cadets are welcome, respected and afforded equal opportunities to compete and thrive. We will provide additional support for admissions efforts and preparatory school scholarships to provide a foundational year of training and preparation for young men and women of exemplary character and potential. We will further strengthen efforts to recruit cadets from underrepresented districts and, once cadets have arrived on campus, we will provide bolstered academic services ensuring that all cadets perform at their best in the classroom.





SERVING GRADUATES AND HONORING OUR HERITAGE

Throughout its first half-century, the Air Force Academy developed a rich heritage of service and excellence. The institution's significance can be expressed through the combined acts of service of its more than 54,000 graduates and by their collective influence on the world. We celebrate that growing tradition of service before self and pledge to honor this legacy and support graduates throughout their lives.

In 2022, we took the important step of making life membership in the Association of Graduates available at no cost to all graduates. We will engage graduates, parents and friends of all affinities through expanded programming and communications. And we will create new opportunities to connect our Long Blue Line with programs that assist career and life transitions while they engage with other graduates from every class.

Investing in the future of the Academy means keeping the proud tradition of honor and heritage alive within each graduate, showcasing the heritage of the Academy and its graduates. We will work with classes and other supporters on meaningful heritage projects at appropriate sites at the Academy. We will also invest in a flourishing Heritage Trail and enhanced experience at the Doolittle campus, including a new administration building, Wecker Hall.

Finally, we will invest in the visitor experience at the Academy's north gate. There, a new visitor center, hotel and conference center will enhance interest in and focus on the Academy and its timeless mission of developing leaders of character.



HOW WE ARE

DEFINING OUR FUTURE

TO REALIZE THIS BOLD VISION, WE HAVE EMBARKED ON THE MOST SIGNIFICANT PHILANTHROPIC AND ENGAGEMENT CAMPAIGN IN THE ACADEMY'S HISTORY.

The success of the campaign will be measured in four areas:

- ▶ Raise an extraordinary amount of financial support — \$300 million — for critical Academy priorities and for strategic needs of supporting organizations.
- ▶ Increase awareness, engagement and participation among Academy graduates, parents and families, and friends.
- ▶ Enhance institutional pride among all stakeholders.
- ▶ Imbue Academy faculty, staff, graduates and supporters with information about philanthropy's role and impact at the Academy.

PRIVATE SUPPORT PROVIDES EACH CADET THE RICHEST POSSIBLE ACADEMIC, MILITARY AND ATHLETIC EXPERIENCE.

The financial goals of the campaign include support for a multitude of key Academy programs and projects. In the classroom, new partnerships will spur academic innovation and attract nationally recognized scholars. On the athletic fields, advancements in human performance and world-class facilities will push cadet-athletes toward greater moral and physical development. And within the Cadet Wing, future airmen and guardians will accelerate their individual growth with deeper understanding of the future of the profession of arms and the critical need for intrapersonal leadership development.


To be clear, the federal government and the U.S. Air Force will continue to provide adequate funding for the Academy's core programs. But government funding for baseline programming is not enough to ensure the best possible experience for cadets. Private funding allows us and the Academy to seize opportunities and develop new programs more nimbly than the normal appropriations process allows.

Philanthropy has always been an integral part of the Air Force Academy's landscape and culture.

Many of our nationally recognized character programs, including the annual National Character and Leadership Symposium, receive significant support from donors. Donor support also allows cadets to travel around the globe on cultural and language immersion programs, better preparing our graduates to operate successfully on the world stage. The Madera Cyber Innovation Center is the most recent example of the capital improvements made at the Academy with private support. Donors also supported the construction of Goldwater Visitor Center, Falcon Stadium, Holaday Athletic Center and Polaris Hall.

In recent years, this tradition of private support for our public institution has flourished. Since the campaign's launch, graduates, parents and friends have provided more than \$280 million to support and enhance virtually every aspect of cadet life at the Academy. This remarkable generosity has elevated the reputation of our institution and enhances the Academy's core mission of producing officers ready to lead our military and our nation.

With your help and the help of an ever-growing network of supporters, we can do even more for our Academy.



We invite you to join the Defining Our Future campaign in support of the United States Air Force Academy by giving to any of the key outlined areas or to any other Academy program that interests you. In addition, we will rely on your public support of the campaign and its goals to help foster excitement with fellow graduates, family and friends.

Together we are defining our future. The Academy is developing effective military officers, and graduates are applying that training in defense of our nation. Supporters are strengthening the process through philanthropy and engagement.

YOU HAVE A ROLE IN DEFINING OUR FUTURE.

LEARN MORE AT

▶ DefiningOurFuture.org



DEFININGOURFUTURE.ORG

