

# ASSOCIATION OF GRADUATES UNITED STATES AIR FORCE ACADEMY



## Meeting Minutes - CLASS ADVISORY SENATE Jan 12, 2016

1. **Call to Order:** Garry Dudley, '68, President of the CAS, called the meeting to order at 6:00 p.m.
  - Roll call was conducted
  - Garry – “Thank you for one year as your president; your confidence and support is appreciated.”
  - Special thanks to the Ex Com
    - Curtis Cook, George Larson, Larry Bagley (VP), Bob Muldrow (Sec), Tom Fleming, Randy Helms, and Jason Harris
  - One year out from next cycle!
2. **Approval of Minutes:** Previous minutes are posted on the website <http://www.usafa.org/AOG/ClassAdvisorySenate>
3. **Members in Attendance:** See **Attachment 1**
4. **Others in Attendance:** “T” Thompson '73, President and Chief Executive Officer (CEO) of the Association of Graduates (AOG), Gary Howe '69, Executive Vice President of the AOG; BG (Ret) Roger Carleton '67, Chairman of the AOG Board of Directors, Johnny Bollman, AOG Help Desk Specialist.
5. **Special Guest:** Dr. Jim Solti of the Air Force Cyber Innovation Center (AFCIC)  
The AFCIC has the support of the AF Secretary and the AF Chief of Staff, but much is not yet set in concrete. Some initial funding and manpower is proposed in the FY18 Program Objective Memorandum (POM) and the Five Year Defense Plan. The AFCIC will be located at the Air Force Academy in what is hoped to be a new facility that can be funded in the proposed Air Force Military Construction budget. Private money will be needed to reach the goals of construction. The vision for the AFCIC contains:
  - A number of personnel billets have been proposed and academic initiatives are being developed by the Academy Superintendent.
  - There will be a federated partnership interface with industry and 501(c) 3 companies.
  - There will be liaison relationships with various three letter level support across the Department of Defense.
  - There will also be places for temporary membership. The AFCIC envisions working 10-15 projects each year, which should encourage creativity among smaller entrepreneurial companies.

As the AFCIC begins to take, cadets will be exposed to design thinking, already a part of the Stanford and Carnegie Mellon Universities' curricula.

Cyber innovation covers a wide spectrum of challenges. For example, there will be a large component devoted to space capabilities and limitations. Security for national infrastructure will also be a targeted area. Communications vulnerabilities will be still another major issue. In sum, this program promises to challenge our cadets within the classroom and better prepare them for the Air Force of tomorrow. Please see Attachment II for a copy of his slides.

6. **“T” Thompson** gave us an excellent update on the AOG.
  - “T” reported that the AOG had its fourth quarter Board meeting in December.
  - There was a very impressive graduate turnout for AOG events at both the Boise State and Armed Forces Bowl football games.
  - On April 1, 2016 General Gregory “Speedy” Martin, ’70, and Mr. Paul Madera, ’78, will be recognized as the Distinguished Graduates for 2015. [http://usafa.org/Heritage/Distinguished Graduates 2015](http://usafa.org/Heritage/Distinguished_Graduates_2015)
  - The AOG will be sending out a survey to all graduates in the near future. The survey will try to determine what the graduates would like to see from their AOG, and also what would encourage them to become a member or a more active member in AOG activities. The survey will be conducted by Qualtric, a recognized as a survey industry leader. The AOG used this firm before to help develop its website, now recognized one of the best for organizations similar to our AOG. “T” was asked by Roy Miller, ’67 if the AOG survey was going to have any questions dealing with graduates’ feelings toward the honor code. “T” responded that right now it will not, but he will look into it.
  - The AOG has implemented its new three-year Operations Plan and Career Services will be a focal point. The Career Services has several aspects:
    - Simplicity, a leading vendor in the educational industry, has developed the new Career Services platform for all 5 services academies. The new platform will be called SACCentral. Our AOG will manage its own micro site within the platform called the Virtual Career Center. This micro site will be strictly for our graduates.
    - There is also a new initiative called VOWS or Veterans on Wall Street. Goldman Sachs will run and mentor a two-day seminar for service academy graduates aimed at helping them transition into the civilian financial work force.
    - Today’s version of SACCentral will be administered by West Point. It will continue to be open to graduates from all five academies.
    - There will be a Service Academies Global Summit held in Singapore in June 2016 aimed at helping graduates network, do business and gain employment in the worldwide market. Prominent Air Force Academy graduates will be advising and speaking at the Summit.
7. Please see his slides in Attachment III
8. **Mark Volcheff** is the new CEO of the USAFA Endowment and will try to attend our next meeting. He is currently out of town. As a side note, Greg Knedler and I are working on a briefing schedule from the Endowment that may be only once a year since most information is on their website.
9. **Roger Carleton** gave us an excellent update on recent and upcoming events from the AOG Board perspective. Roger reminded all of us that when the vote to modify the bylaws comes up next year, it will require a 25% membership participation rate. A quorum of those voting required to pass any changes. The CAS can assist greatly in getting the word out **to vote** when the time comes.
10. **Other Business**
  - **Pat Buckley** updated us on the implementation of *Discretion* in the Honor Code. Pat followed up with our guest speaker from last meeting and Tom Berry agrees: *Discretion* was introduced and implemented by the Class of ’62 vice Class of ’61 as previously briefed by Mr. Berry. He apologized for the miscommunication.
  - **Tom Fleming** updated us on the Survey of ~~Membership~~ the Senators! Since a survey of the graduate community is scheduled by the AOG, the Tom will address our CAS survey to the CAS Senators **only**. This

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information is essential to our *Moving Forward* document and will also serve as input to the larger survey to occur. **Note:** Garry is asking for maximum participation. Our *Moving Forward Team* put a lot of work into this survey. PLEASE participate. His slides can be found in Attachment IV.

- **Garry Dudley** stated with the exception of the *Moving Forward Team*, the other two committees enjoyed the holidays and will be picking up the pace in the New Year!

### 11. Round Table

- The Military Order of the World Wars (MOWW) Colorado Springs Chapter #151 is hosting a luncheon at the Antlers Hotel on January 28, 2016. The social time starts at 11:00, with a meeting at 11:30 and lunch at 11:45. The meeting will conclude at 1:00. The guest speaker will be the Honorable John Suthers, Mayor of Colorado Springs. He will discuss the relationships between the military community and Colorado Springs. You do not have to be a member of the MOWW to attend, but reservations must be received by January 18. The cost is \$25. Parking is provided by the hotel. It is requested that gentlemen wear a coat and tie, and ladies be similarly dressed. Reservations will be made by Captain Dick Durham at 719-488-2884 or [riverwear53@gmail.com](mailto:riverwear53@gmail.com).
- Dan Beattie, President of the local AOG chapter reminded the CAS that the Rampart Chapter annual membership meeting will be held at Doolittle Hall on January 21, 2016. General Steve Lorenz, past President and CEO of the Endowment will be the featured speaker.

### 12. Next Meetings

- |             |             |
|-------------|-------------|
| • AOG Board | Feb 5 2016  |
| • Ex Com    | Mar 14 2016 |
| • CAS       | Apr 11 2016 |

### 13. Adjourned at 1923.

Minutes by Garry Dudley & Bob Muldrow

Four Attachments:

- Attachment I – Attendees
- Attachment II – Dr. Jim Solti's slides
- Attachment III – "T" Thompson's Slides
- Attachment IV – Tom Fleming's Slides

Respectfully submitted,

Garry

Garry W. Dudley  
President, Class Advisory Senate  
USAFA Class of '68

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Attachment I – Attendees – Class Advisory Senators or Backups in Attendance – all methods included

<b>CL</b>	<b>F Name</b>	<b>L Name</b>
59	Curtis	Cook
60	Dick	Sexton
61	Patrick	Buckley
64	Douglas	Jenkins
67	Bob	Muldrow
68	Garry	Dudley
69	Tom	Fleming
70	Chris	Dunbar
72	Mush	Brower
73	Dale	Birch
75	Bruce	Mitchell
75 BU	Jeff	Hackett
76	Dan	Beatty
77	Joe	Niemeyer
79	Randy	Helms
80	Mark	Reidinger
83	Court	Collier
87 BU	David	Hollenbach
88	Keith	McKeon
92	Rick	Bailey
98	Casey	Vile

**Guests**

61	Tom	Eller
67	Roy	Miller

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Attachment II – Dr. Jim Solti's slides

## HQ U.S. Air Force Academy



Integration and application of capability across the physical domains




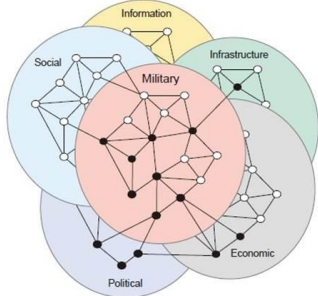
AIR SPACE CYBERSPACE

### The Air Force Cyber Innovation Center

12 January 2016  
Dr. Jim Solti

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## A Nation at Risk








Telecommunications  
Electric Power  
Oil and Gas  
Road and Rail  
Industrial Control Systems  
Banking and Finance  
Information  
Social Networks  
Human Networks

Legend  
● Decisive Point ○ Node — Link

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## We're Behind



Army: Open for Business	Navy: Coming Soon	AF: Work in Progress
		
Direct support to Army Chief	Education only	No support to CSAF
75 dedicated billets	10 dedicated billets	No dedicated billets
20 offices; more in construction	206K sq ft facility	4 classrooms; closet server room
Cyber Range	Cyber Range (planned)	Cyber Range
TS/SCI Capable	TS/SCI Capable (planned)	Unclass only
Senior Cyber Advisory Board	Senior Cyber Advisory Board	No Advisory Board
Funded Operations	Funded Operations	Research funds only

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## Notable Quotes



"A future facility at the Air Force Academy in Colorado Springs will seek to give [Airmen] an environment for collaborations with industry and academia in the field of cybersecurity. [The Air Force] aims to have that center stood up within the next year and other federal agencies will also be able to collaborate at the facility when it opens."

*The Honorable Deborah Lee James  
Secretary of the Air Force  
14 July 2015  
ExecutiveGov.com Article*

"This operations-focused partnership will complement existing and nascent cyberspace initiatives such as the Air Force Chief Information Officer-led Cyberspace Task Force and recently approved Air Force Academy Cyber Innovation Center."

*General Mark A. Welsh III  
Air Force Chief of Staff  
7 July 2015  
Cyberspace-ISR-EW Integration and Innovation Memo*

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## Why AFCIC?



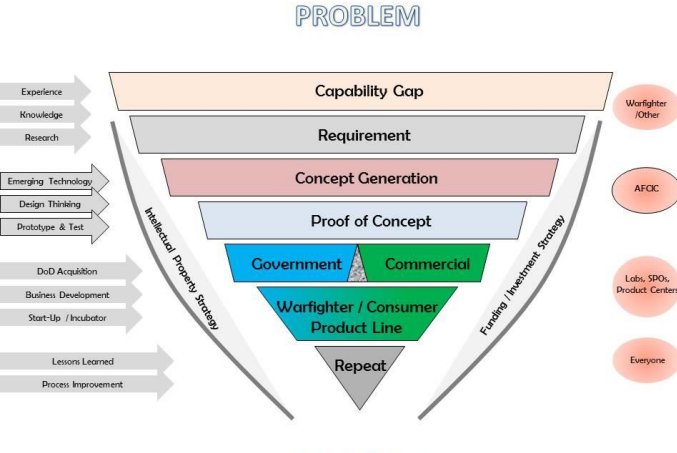
- Mission/Purpose**
  - Technology Innovation
  - Cadet Education
  - Air Force "Sandbox"
- AFCIC Premise**
  - Corporate America more efficient (faster, better, cheaper)
  - Can better instill an operational mind-set in cadets
  - AF/DoD need to establish new paradigms in this domain
- What We Offer Partners**
  - Facilitated Design Thinking
  - Laboratory Test and Evaluation
  - AF Cyber Education and Training
  - Opportunity to Lead Change





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## PROBLEM to SOLUTION



Inputs: Experience, Knowledge, Research, Emerging Technology, Design Thinking, Prototype & Test, DoD Acquisition, Business Development, Start-Up / Incubator, Lessons Learned, Process Improvement.

Stages: Capability Gap, Requirement, Concept Generation, Proof of Concept, Government / Commercial, Warfighter / Consumer Product Line, Repeat.

Outputs: Warfighter / Other, AFIC, Labs, SPOs, Product Centers, Everyone.

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Attachment III – “T” Thompson’s Slides (6 of 8)

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## CEO Update to the Class Advisory Senate

12 January 2016

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## AOG EVENTS


1. Fan Fest – Boise State
2. Armed Forces Bowl Tailgate




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## 2015 Distinguished Graduates

Gen Speedy Martin '70



Mr. Paul Madera '78




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## GRADUATE SURVEY

1. Qualtrics
1. Spring Time Frame

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## CAREER SERVICES

1. Virtual Career Center  
(By Simplicity)
2.  VOWS™  
Veterans on Wall Street™

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## CAREER SERVICES – cont.

3. Services Academies Global Summit









Attachment IV – Tom Fleming’s Slides

### Class Senate AOG ~~Membership~~ Survey

QUESTIONS: What do grads want of their AOG, and how can we increase participation in AOG activities.

### Survey Approach & Objectives

**Overall Approach:**

The survey must be useful to the AOG and USAFA; technically credible; representative of all USAFA graduates; and easy to complete.

- Senators should answer for themselves only – NOT for classmates or grads in general

**Objectives:**

- What topics are of greatest importance to graduates – and how does this sense of importance vary across class demographics?
- How might the AOG increase levels of participation in graduate activities, especially among more recent classes?
- What changes might the AOG make that would have the greatest favorable impact on (1) USAFA and (2) levels of participation in AOG-related activities.

### Survey Questions (10 Total)

**SURVEY (Please mark your answers on a 5-point scale):**

{5=Strongly Agree – 4=Agree – 3=Neutral – 2=Disagree – 1=Strongly Disagree}

- Please state your year of graduation: \_\_\_\_\_.
- 1. \_\_\_ I feel a responsibility to USAFA and the “Long Blue Line.”
- 2. \_\_\_ The AOG effectively represents my views and attitudes in support of its vision and mission.
- 3. \_\_\_ AOG communications are useful to me in staying abreast of USAFA and AOG activities.

### Survey Questions (10 Total) -- Continued

4. What AOG communications do you value most and find most engaging? (Please rank order from “1” (highest) to “7” (or “8” if listing a new item).
  - \_\_\_ Checkpoints
  - \_\_\_ AOG website
  - \_\_\_ 7528’ weekly emails
  - \_\_\_ AOG Facebook
  - \_\_\_ AOG twitter feed
  - \_\_\_ Class Reunions
  - \_\_\_ Local AOG chapter
  - \_\_\_ Other (Please identify: \_\_\_\_\_)

### Survey Questions (10 Total) -- Continued

5. \_\_\_ I access the AOG website (frequently, occasionally, once-in-a-while, seldom, never).
  - {5= frequently, 4=occasionally, 3=once-in-a-while, 2=seldom, 1=never}
6. What AOG activities are most important to you personally? (Please pick top 3, numbering “1”, “2”, or “3”)
  - \_\_\_ AOG Board of Directors elections
  - \_\_\_ Class reunions
  - \_\_\_ Local AOG chapter events
  - \_\_\_ Career services or transition events
  - \_\_\_ (Please identify: \_\_\_\_\_)

### Survey Questions (10 Total) -- Continued

7. What topic is most important to you personally? (Please pick top 3)
  - \_\_\_ Quality of USAFA graduates as Air Force officers.
  - \_\_\_ Nature of today’s cadet experience (at USAFA).
  - \_\_\_ Effectiveness of AOG in representing graduate perspectives.
  - \_\_\_ Quality of the academic education today’s cadets receive.
  - \_\_\_ Communicating the Academy experience and mission to a broader audience.
  - \_\_\_ Other (please fill in): \_\_\_\_\_.
8. If I could do only one thing to enhance the effectiveness of the AOG, it would be \_\_\_\_\_. (fill in as you desire)
9. What one thing would be most likely to increase my participation in AOG-related activities? Please provide a response: \_\_\_\_\_.



Survey Questions (10 Total) -- Continued

10. Please rank your interest in attending the following events.

{Please rate all events, using this scale: 1=most likely, 2=somewhat likely, 3=least likely. }

- Professional Networking (dinners, discussions, mixers)
- Briefings by USAFA Staff on cadet activities and performance
- Career / Job "Fair" aimed at post-USAF employment
- Academic Lectures
- Cultural Events (wine tasting, museum tours)
- Community Service Projects
- Athletic Events
- Class Year-specific events (e.g., reunions)
- Family Oriented (picnics, barbeques)
- Other (please state if desired): \_\_\_\_\_