



Class Advisory Senate Meeting Minutes Jul 10, 2017

Call to Order: Garry Dudley, '68, President of the CAS, called the meeting to order at 6:01 p.m. Roll call was conducted – Attendees are listed in Attachment 1.

Minutes: Previous minutes are posted on the website

<https://s3-us-west-2.amazonaws.com/aog-websites/usafa-org/documents/aog/governance/CAS/CAS+minutes+for+10+Apr+17+.pdf>

Others in Attendance: Marty Marcolongo '88, President and Chief Executive Officer (CEO) of the Association of Graduates (AOG); Cathy McClain '82, Chairman of the AOG Board; Wally Moorhead '69, Vice Chairman of the AOG Board; Bob McAllister, Director for Communications for the AOG; Jermaine Johnson, Associate Vice President for Marketing, Communications, and Donor Relations for the USAFA Endowment (UE), Johnny Bollman, AOG Desk Specialist.

Special Guest: Ms. Kimberly Tebrugge, '92, USAFA Director of Strategic Communications. Strategic Communications is not Public Affairs. General Johnson hired Ms. Tebrugge to start this new organization to emphasize *branding*. We must define and communicate who we are or we may be defined by a few unfavorable non-representative events that receive wide public dissemination. Ms. Tebrugge's resume is in Attachment 2. Ms. Tebrugge briefly described her background, but spent much of her time explaining what Strategic Communication is and what it is not.

A question was raised asking, "Who is our audience?" Actually, there are several.

- Congress – We need to be able to demonstrate to Congress that we [USAFA] are worth what we cost, which is substantial. We need to be able to demonstrate to our civilian leaders that we have a product that is superior to what OTS, ROTC, and even our fellow service academies produce.
- Graduates – We have to reach out to our graduates. They have the ability to sell what we do by their good examples. Strategic Communications can be wide-ranging. We intend to survey graduates on areas they felt uncomfortable when they first reported to their new duty stations all the way out to what made them determine to separate or stay in for a full career.
- Parents – Parents are a critical audience as they have the most influence on our recruits' lives.
- AF Leadership – We need to be able to demonstrate to our senior staffs that we are worth what we cost.
- Community – Our story must be told to communities across the country.

For more information – see her briefing slides in Attachment 3.

Marty Marcolongo's Remarks: Things have been very hectic with a number of recent changes, namely: "T" Thompson retired and was replaced by Marty Marcolongo, '88 the new AOG President and CEO. Cathy McClain, '82 replaced Roger Carleton as the AOG Board Chair. Wally Moorhead, '69 replaced Vic Andrews as the AOG Vice Chair. There will be a new Superintendent in August. A new Commandant is in place. A new 10 Air Base Wing Commander is in place, and there are changes in the communications business. On top of all that, the Class of 2021 is here. The new class came back to Doolittle Hall and the Heritage Trail about two weeks into basic training. This visit has turned out to be very motivational to



the basics and the cadre accompanying them and plans are already in the works for the Commitment Dinner for 2019.

Cathy McClain's Remarks: The new AOG Board is more diversified than previous Boards. It has directors who span 44 classes. About half live locally and half are from different parts of the country from coast to coast. The first line of business is to set some goals for this new Board. It has been rumored that the UE management organization has a major disconnect compared to the AOG Board with respect to the Carver Model of management. Both Ms McClain, and General Moorhead have read the UE's Bylaws, and they have determined that the differences are not as significant as reported to be.

Terry Storm '61, had heard a rumor that the AOG Board was thinking about abandoning the Carver Model. Cathy McClain and Wally Moorhead made it quite clear that they were happy with the AOG's modified Carver Model. It seems that the main distinction between a pure Carver Model and the AOG's modified version is that our management method includes financial matters to include auditing. The AOG Board gives strategic guidance to the AOG President as to what he or she is allowed to do or not to do, and then lets him or her run the organization. The Board is investigating having an outside consultant firm study how the AOG and UE could go about changing to a single CEO organization. All Board meetings, except for the executive sessions, are open to the public. Roy Miller asked if the meetings could be electronically attended as has been the case in the past. Several present said Mr. Miller was incorrect. Meetings, although open to the public, are not and have not been electronically available in the past. Ms. McClain told those present that the AOG Board has found the CAS involvement to be very valuable to the Board.

Jermaine Johnson had no remarks on behalf of the UE.

Garry Dudley's Remarks: Garry announced several new members or new officers of the AOG Board:

New CEO & President of AOG – Marty Marcolongo – <https://www.usafa.org/News/MartyCEO>
Officers of the Board

- a. New Board Chair – Cathy McClain – http://www2.usafa.org/AOG/Bio_CathyMcClain
- b. New Vice – Wally Moorhead – http://www2.usafa.org/AOG/Bio_WallyMoorhead
- c. Secretary – Ginny Caine Tonneson – http://www2.usafa.org/AOG/Bio_GinnyCaineTonneson
- d. Treasurer – Jack Fry – http://www2.usafa.org/AOG/Bio_JackFry

Newly Appointed Directors

- a. Glenn Strebe – http://www2.usafa.org/AOG/Bio_GlennStrebe
- b. Frank Gorenc – http://www2.usafa.org/AOG/Bio_FrankGorenc

Garry showed a new Social Media Guide that has a lot of good information in it.

<https://www.usafa.edu/app/uploads/USAFASocialMediaGuide.pdf> – Social Media Guide

Next Meetings:

- AOG Board, August 4, 2017
- CAS Executive Council, September 11, 2017
- CAS, November 13, 2017

ASSOCIATION OF GRADUATES
UNITED STATES AIR FORCE ACADEMY



Close/Adjournment: the meeting was adjourned at 7:26 p.m.

Minutes Submitted by: Bob Muldrow '67

Minutes approved by: Garry Dudley '68

ASSOCIATION OF GRADUATES

UNITED STATES AIR FORCE ACADEMY



Attachment 1 – Attendees (in-person, by phone or log in)

Curtis Cook	59
Dick Sexton	60
Terry Storm	61
Douglas Jenkins	64
Dennis Murphy	65
Bob Muldrow	67
Garry Dudley	68
Mush Brower	72
Dale Birch	73
Tom Hayden	74
Randy Helms	79
Joe Niemeyer	77
John Cinnamon	91
Riche Sapp	15

Guests not previously listed

Roy Miller	67
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Attachment 2: Kimberly Tebrugge Biography

Ms. Kimberly Tebrugge

Director of Strategic Communication, United States Air Force Academy

Kimberly Tebrugge is a global communications executive with proven leadership in organizations at Fortune 500, Headquarters Air Force and military combatant command levels. She is an energetic team builder who loves to solve real business problems.



Currently, she serves at the United States Air Force Academy, a four-year undergraduate education and training organization with more than 4,000 cadets, who each graduate with Bachelor of Science degrees and commissions as Second Lieutenants in the U.S. Air Force. The USAFA's academic, military and athletic curriculum offers 27 academic majors and 27 NCAA Division I intercollegiate sports. USAFA has achieved consistent measures of excellence, earning rankings as the number three US public school, a top 10 engineering program, a top 30 liberal arts program, and with 19 research centers, is consistently the number one NSF Undergraduate Research institution in the country.

Previously, Kimberly was Director of Communication at CoBank, a \$100 billion business-to-business financial lender earning over \$900 million in profit annually with less than 900 employees. She advised the senior executive team on the bank's brand and reputation to position the bank as a trusted provider of financial services amidst reputational challenges locally and in Washington, D.C.

Prior to this, she was Vice President of Communications, Marketing and Brand Strategy for CH2M, a global Fortune 500 engineering, consulting and construction firm earning \$7 billion in gross revenue annually. Kimberly led marketing, branding, communications and employee engagement for a diverse company with 28,000 employees on six continents, working on complex and dangerous projects such as nuclear remediation, expanding the Panama Canal and design/construction of World Cup 2020 infrastructure in Qatar.

In parallel to her career in corporate communication, she also serves as a Colonel in the United States Air Force Reserve, supporting active duty organizations as an Individual Mobilization Augmentee (IMA). In this role, she has been Director of Public Affairs at Air Force Reserve Command, Director of Public Affairs at United States Strategic Command, and Deputy Director of Air Force Public Affairs serving the Secretary of the Air Force in the Pentagon.

Kimberly is a graduate of the United States Air Force Academy, where in 1992 she earned a Bachelor of Science degree in English and French. She also earned a Master of Business Administration degree from the University of Washington in 2006.

Kimberly Tebrugge

kimberly.tebrugge@usafa.edu



Attachment 3: Ms. Tebrugge's Slides

Please continue scrolling . . .

USAFA Class Advisory Senate, 10 July 2017

THE USAFA BRAND

A look at the role that brands play in helping organizations grow and thrive, and the recent work exploring the United States Air Force Academy brand.

EARLY DAYS

A MARK OF OWNERSHIP

Branding first came to be when ranches needed an way to easily identify their cattle. Soon after, a similar method was used to identify shipping crates and signify ownership.



1970S - PRESENT

A DRIVER OF EMOTIONAL VALUE

In the 1970's, the standardization and commoditization of quality products forced companies to find new ways to distinguish themselves. They did this by focusing on the emotional value of the brand, rather than its quality or function.



BRAND IS MUCH BIGGER THAN A LOGO OR SLOGAN:

Your essence

Your core values

What you say

What you do

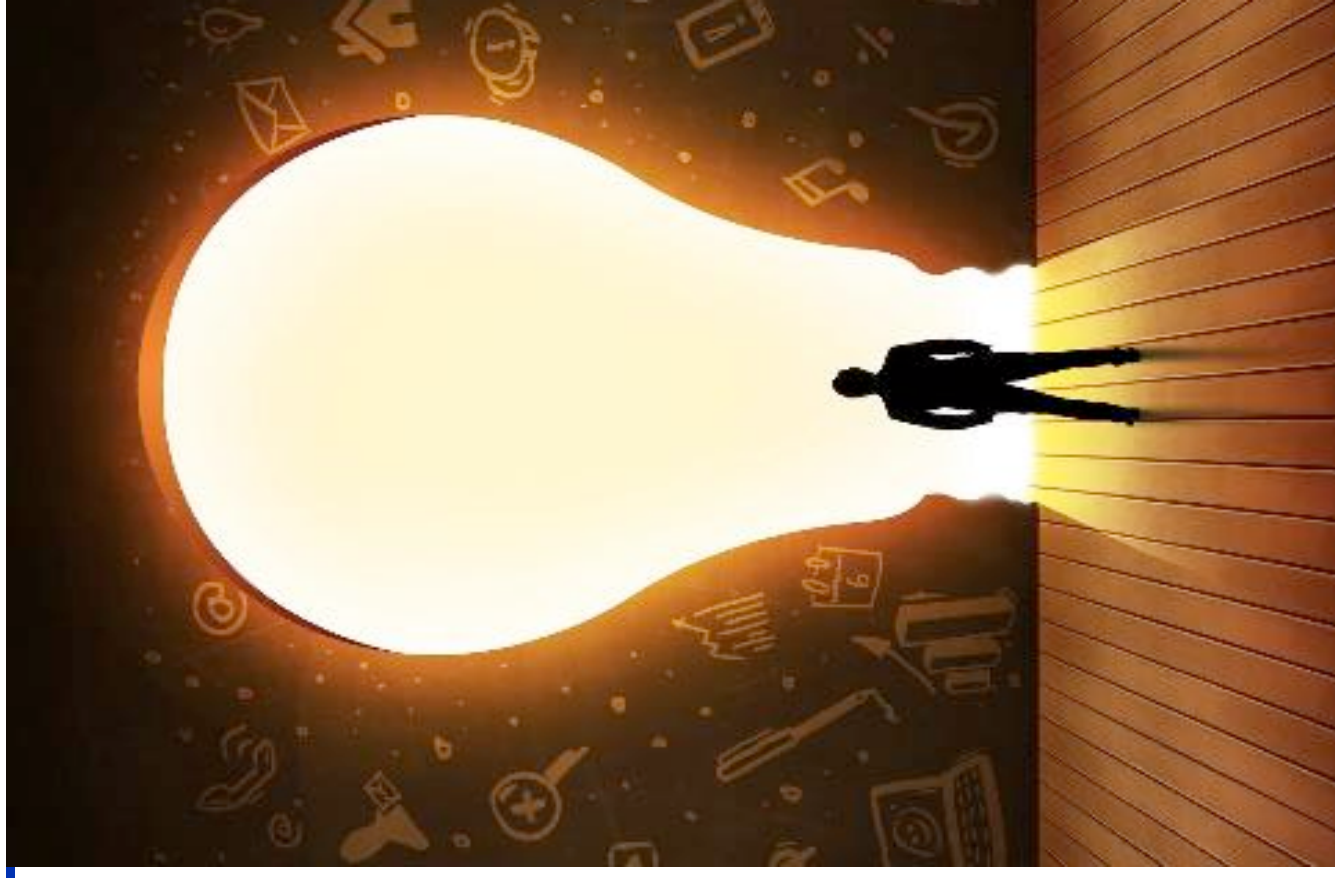
How you behave

What you look like

How you make people feel

What people say when you leave the room

The sum of all these experiences



SECTION FOUR

WHY A BRAND FOR USAFA?

76%

of the USAFA community believes having a strong brand is important to the Academy

Source: 2016 Brand & Thought Leadership Survey

“WE ARE
MISUNDERSTOOD.”

“PEOPLE DON’T TRUST
US BECAUSE THEY
DON’T KNOW US.”

“WE ARE AT RISK OF
BEING DEFINED BY
UNFORTUNATE
SITUATIONS.”

“WE NEED TO MAKE IT
HARD FOR CONGRESS TO
VOTE AGAINST US.”

“WE ARE UNIQUE AND
NEED TO ARTICULATE
WHAT MAKES US
DIFFERENT.”

“THIS IS SUCH A
SPECIAL PLACE.”

Only 36%

of the USAFA community believes that the external community understands who we are

Source: 2016 Brand & Thought Leadership Survey

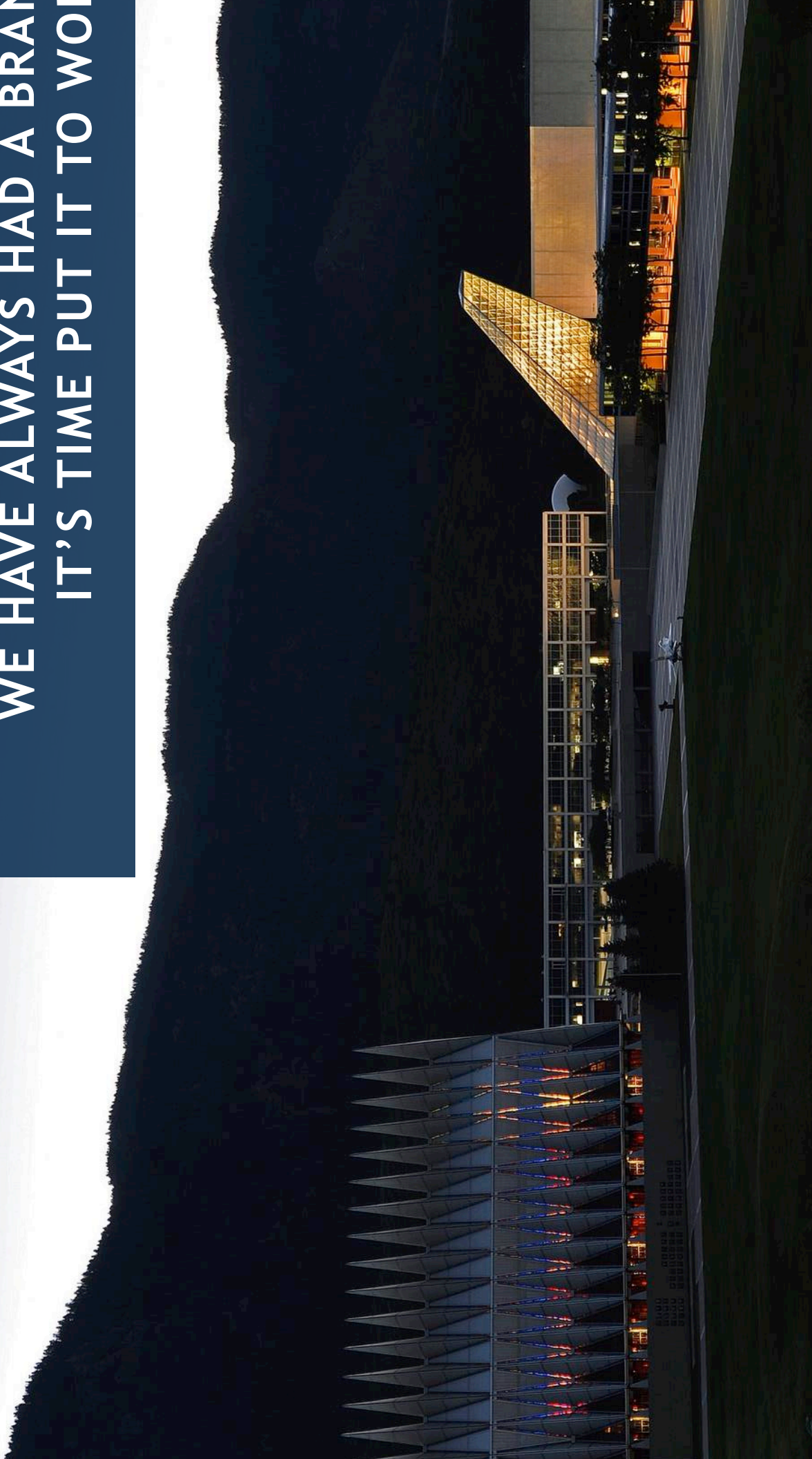
**A STRONG BRAND CLOSSES THE GAP
BETWEEN EVERYTHING WE ARE AND
PUBLIC PERCEPTION**



“This is a wonderful place with great people...doing a vital service to the nation...getting to ‘excellent’ will be helped by telling that story both outside and inside so that people want to realize it in every way.”

– *Brand & Thought Leadership Survey, 2016*

WE HAVE ALWAYS HAD A BRAND
IT'S TIME PUT IT TO WORK



OUR BRAND DRIVES INTERNAL BENEFITS

SHARED PURPOSE

ENGAGED AND MOTIVATED PEOPLE

STRENGTHENED EMOTIONAL CONNECTIONS TO USAFA

CONSISTENT MESSAGE

AMPLIFYING OUR STRONG RECRUITING

INCREASED RETENTION

FEWER SILOES

MARKETING AND MEDIA EFFICIENCIES



AND LETS US STEER OUR EXTERNAL IMAGE

WE OWN OUR STORY

INCREASED UNDERSTANDING AND SUPPORT
FROM STAKEHOLDERS

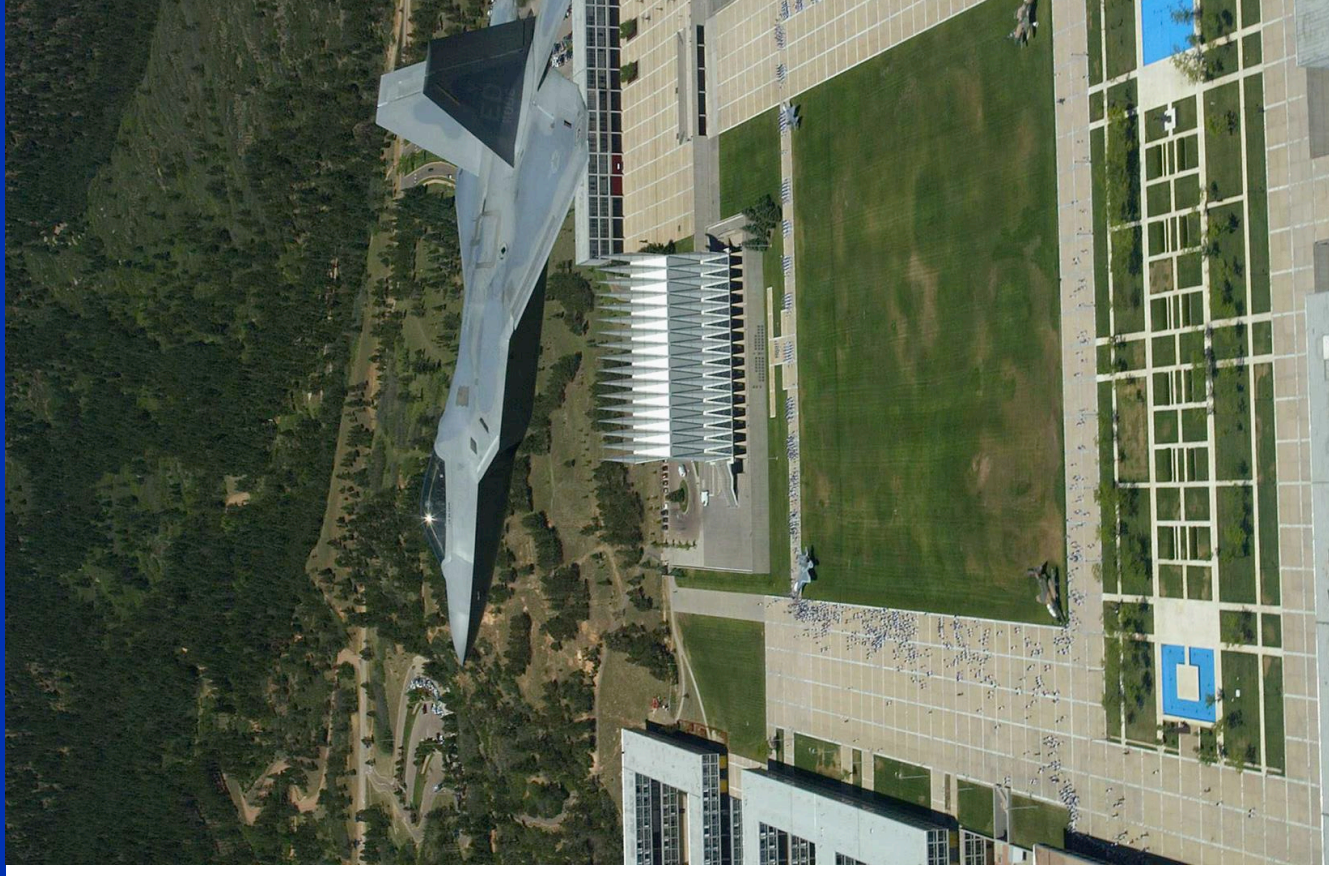
INCREASED LEVERAGE WITH MORE ATTRACTIVE PARTNERS
STRENGTHENED EMPLOYER PERCEPTIONS

BIERCE LOYALTY

GOODWILL IN TIMES OF CRISIS

INCREASED WORD OF MOUTH

STRONGER EMOTIONAL CONNECTION AMONG GRADS



OUR BRAND IS OUR STRATEGIC FILTER FOR ALL WE DO

CURRICULUM

COMMS STRATEGY

INVESTMENT

RECRUITING

PARTNERSHIPS

THOUGHT LEADERSHIP

ON-BOARDING

INFRASTRUCTURE

CULTURE

TRAINING

TECHNOLOGY

TRADITIONS

Everything we communicate,
whether done verbally, visually,
physically or written, will shape the
perception of our brand.



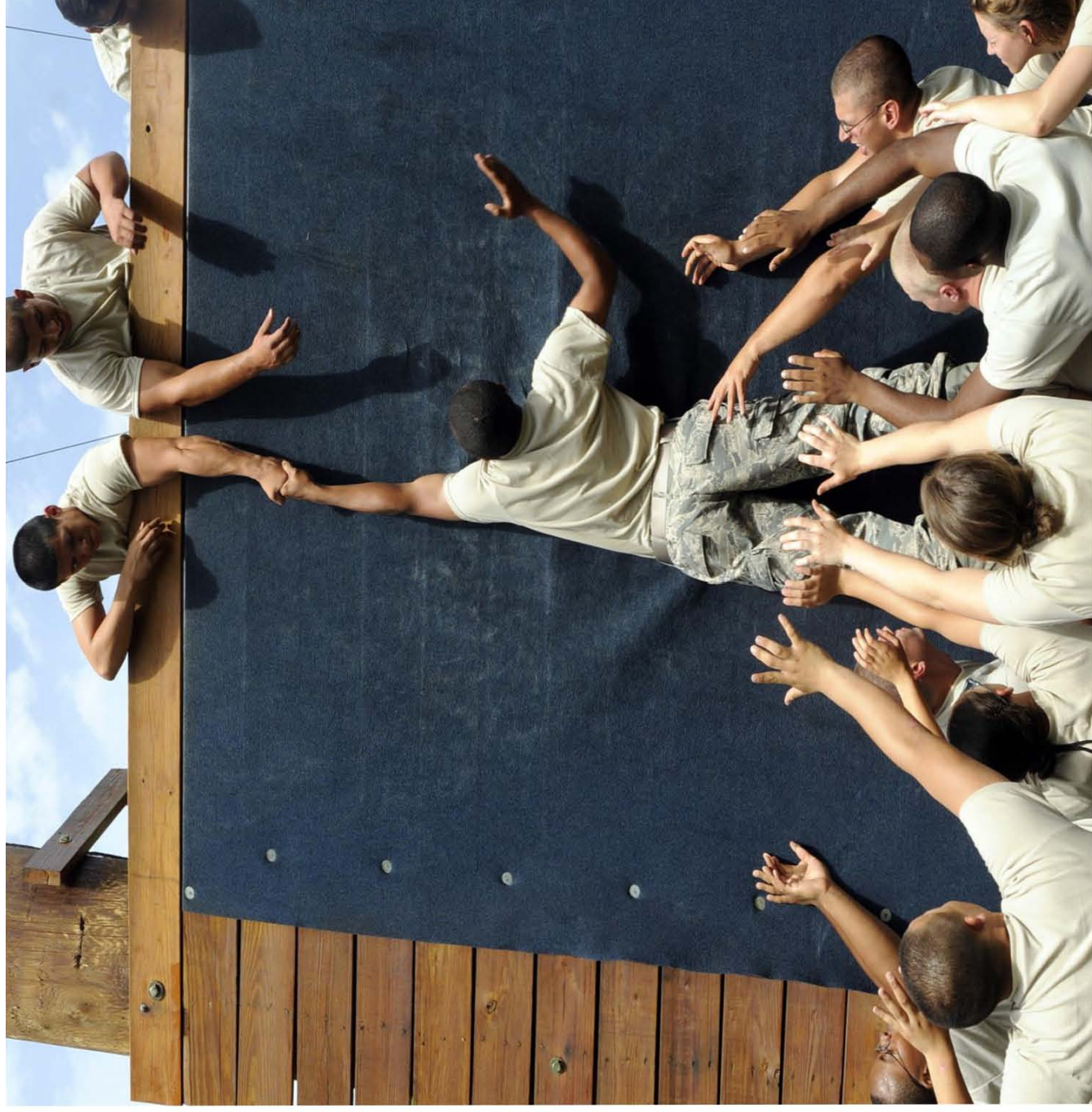
- What is the USAFA brand experience?

Purpose

To develop leaders of character in service to the United States

who exemplify our values of integrity first, service before self, and excellence in all that we do

**Our cadets share a unique bond –
one that is built on camaraderie
and trust in one another.**



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They have each other's backs, in battle and life, and put the needs of those around them ahead of their own.



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They have each other's backs, in battle and life, and put the needs of those around them ahead of their own.

They lead with strength and confidence, and understand that 'leadership is a gift given by those who follow.'



As the leaders in air, space and cyber, we are advancing technology to the limits of what's possible.



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But our most valuable assets are not planes or satellites – they're our cadets, with all of the unique intellectual, physical, and creative talents they bring.



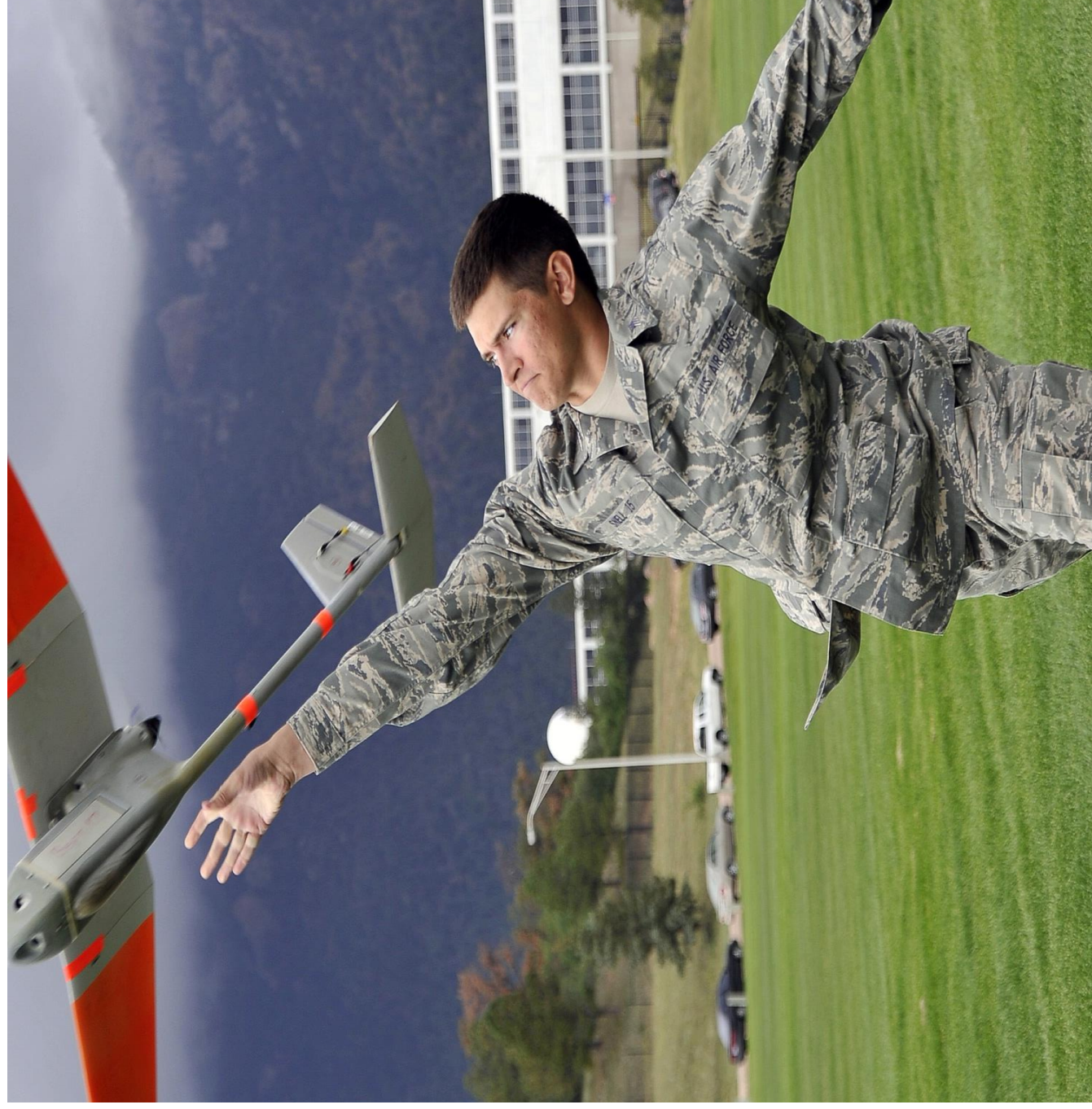
As the leaders in air, space and cyber, we are advancing technology to the limits of what's possible.

But our most valuable assets are not planes or satellites – they're our cadets, with all of the unique intellectual, physical, and creative talents they bring.

By harnessing their critical thinking, grit and meticulous execution, we're developing our most competitive military advantage for the future.

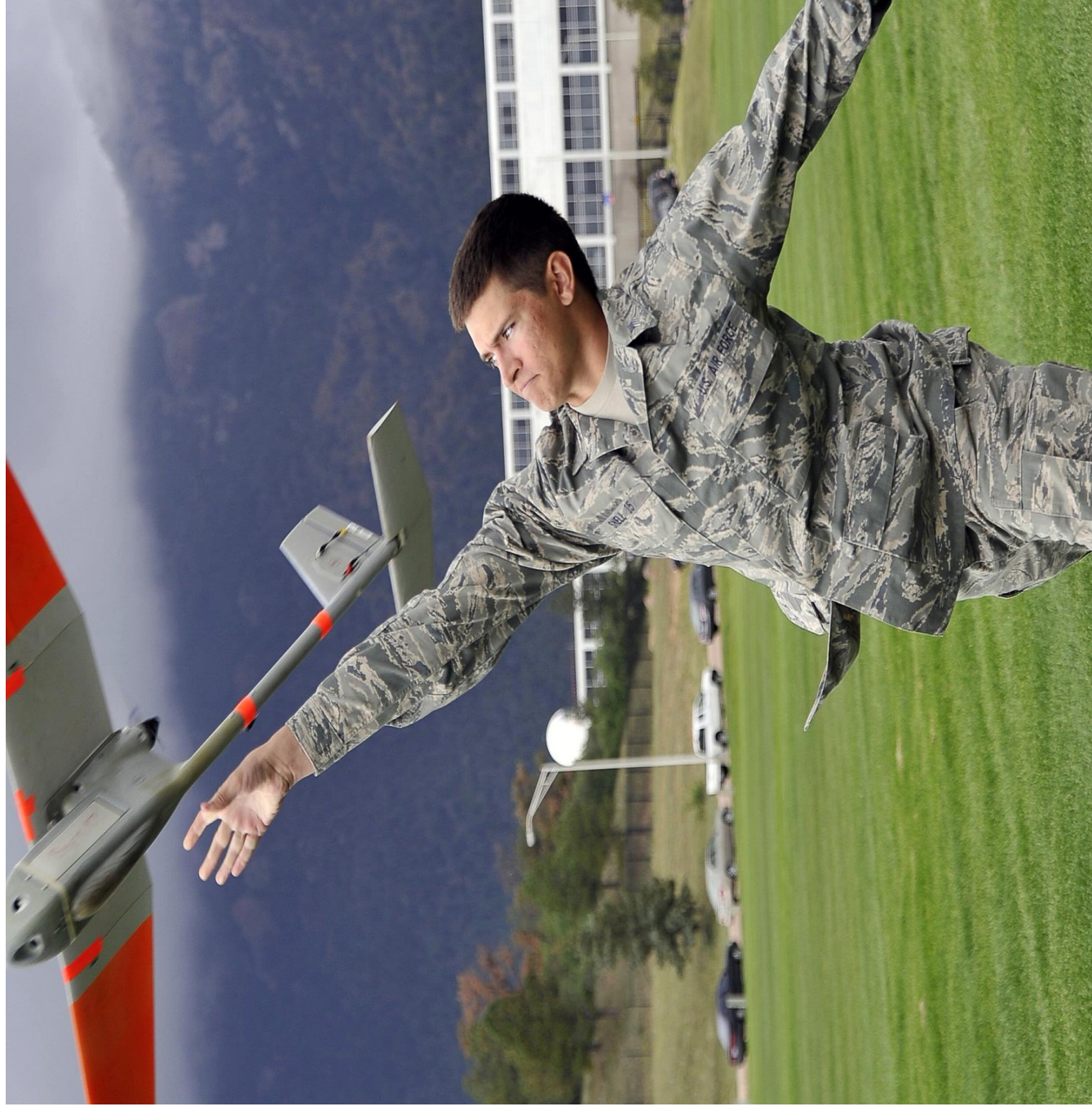


Our cadets don't simply take orders. They understand what is asked of them, and then think critically to identify the best way to execute with precision and efficiency.



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Their curiosity, intuition, and constant drive to improve propels them toward innovative solutions to challenging questions.



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Simply solving problems isn't enough – we aim to set the bar, never letting the status quo limit how we operate.



What do we deliver?

JSAFA is leading the way into the increasingly complex future.



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Driving advancement and innovation across air, space and cyber, we're actively investing in modern warfare technology.



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And by honing the skills, leadership and character of our nation's finest individuals, we deliver 2nd lieutenant who are ready to fight, protect and serve our country now and in the future.



USAFA BRAND PLATFORM

OUR REASON
FOR BEING

WE DEVELOP AIR, SPACE AND CYBER-MINDED LEADERS IN SERVICE TO THE UNITED STATES
who exemplify our values of integrity first, service before self, and excellence in all that we do

WE ARE
COMMITTED TO

SERVANT LEADERSHIP

Everything we do is designed to build leaders of character who exemplify courage, humility and a desire to serve others before themselves

IGNITING INTELLIGENCE

Our program integrates problem solving, abstract thinking, and hands-on military training to produce adaptable, multifaceted warriors.

BREAKING BARRIERS

Driven by curiosity, steadfast endurance and our drive to achieve, we relentlessly challenge ourselves and the status quo in our unending pursuit of victory and innovation

WE ARE

WINGMEN

Accountable, respectful, united

AGILE

Deliberate, resilient, adaptable

FORWARD-LOOKING

innovative, non-conforming, resourceful

WE DELIVER

THE FUTURE LEADERS OF MODERN WARFARE

**AND THIS IS JUST THE BEGINNING
USAF A IS YOUR BRAND. DEFINE IT.
STEER IT AND PROTECT IT.**

