



Falcon Foundation History 2010-2020

On 1 Oct 2010 at the Falcon Foundation Fall Meeting our status was as follows:

Chairman	Trustee Gregory Martin, Gen USAF (ret)
Vice Chairman	Trustee Bruce Whitman, CEO Flight Safety Inc
President	Trustee Jay Kelley, Lt Gen USAF (ret)
Vice President	Trustee Jim McCarthy Gen USAF (ret)

Committees:

Audit	Finance	Strategic Planning
Compensation	Nominating & Governance	
Expanded Roles	Program Planning	

Finances \$16.7 M
Prep Schools 5
Falcon Scholars 87
Trustees 157

During recent restructuring of the Foundation organization, the Executive Committee became the Governing Trustees, and the number of maximum Active Trustees was raised to 200.

2011 New leadership in the form of President Kelley began to produce complimentary change. Externally and in an effort to improve support of the Academy, the Falcon Foundation together with Superintendent Mike Gould began an initiative to start a USAFA Round Table that would include all the supporting foundations along with the Superintendent and meet every other month or as needed. The flow of information and simply getting acquainted began immediately. Meetings were alternately hosted by each organization and usually included a working lunch. It became an excellent direct forum for keeping the support team and the Academy informed, up to date, and coordinated.



Internally, after a fresh look across our Foundation’s governance, along with a concerted effort with Charity Navigator to give us a “wire brush,” work began to draft a Code of Ethics for the Foundation as a major improvement to our By Laws with commensurate changes to Policy. This effort included identifying Trustee responsibilities and improvement to our annual conflict of interest disclosure. In this regard the position of Ethics Advisor was established and described in our Bylaws and Policy.

Considering the mission of the Foundation another major initiative was to create a Scholarship Committee for the Foundation. The Scholarship Committee would work with the President in the development of prep school standards and criteria which heretofore did not exist, along with details associated with the Falcon Scholars themselves. These new standards and criteria were brought to bear on three schools which had asked to be Falcon Prep Schools. These three schools were: Kent School, Randolph-Macon Academy, and Greystone at Schreiner.

Continuing the new look across the Foundation, the President with the Superintendent’s full support initiated an effort to move the Falcon Foundation Fall Banquet from the Falcon Club to Arnold Hall. The rationale was easy and clear: The Club staff was completely overloaded supporting both the Falcon Foundation Fall Banquet and the USAF CORONA which was holding all of its business meetings in the Club the very same week as the Banquet; and the fact that the size of our Banquet was out growing the Club dining room.

On a sad note, the Foundation lost a Founding Trustee, and the Air Force lost a giant of airpower. Maj Gen Johnny Alison died. The Foundation received over \$10,000 in honor of Gen Alison and immediately began to consider the best way to honor a Founding Trustee.

Our Falcon Scholars numbered 83 and were spread across five prep schools as shown below.

	<u>MMI</u>	<u>NMMI</u>	<u>NWP</u>	<u>VF</u>	<u>WW</u>	<u>TOTAL</u>
2011-12	11	9	53	8	2	83

MMI-Marion Military Institute; NMMI=New Mexico Military Institute; NWP=Northwestern Prep; VF=Valley Forge; WW= Wentworth

This was the last year of “up to 100” Falcon Scholars.

Another major development and opportunity also occurred in 2011. Trustee Les Lyles was appointed by President Obama to chair a Military Leadership Diversity Commission. A result of



the report of that Commission was to improve diversity across the military. Working with Admissions, it became apparent that the Academy requirement that all Falcon Scholars be pilot qualified was inadvertently impacting diversity. In fact, the diversity rate among Falcon Scholars up to that time and over the previous years was about 10% or less. Recall all Falcon Scholars are selected by Admissions. Coordination with Admissions resulted in an immediate improvement in the diversity of Falcon Scholars for the coming prep year 2012-13, USAFA Class 2016, and importantly with no impact to qualifications. The diversity of the Falcons for the following academic year, Class of 2016 (selected in the Spring for Fall Prep School attendance) was nearly 60%. See the following chart for the diversity of Falcon Scholars for USAFA Class years 2015-2023. While addressing diversity note that for USAFA Classes 2022 and 2023 the USAF need for more pilots spiked with an attendant impact to diversity.

**Falcon Scholar Diversity
USAFA Class Year 2015-2023
(Falcon Prep Years 2010-2018)**

FALCON YEAR	USAFA CLASS	FEMALE	MINORITY	PPQ¹
2010-11	2015	19%	28%	93%
MLDC ²				
2011-12	2016	33%	57%	47%
2012-13	2017	25%	35%	57%
2013-14	2018	25%	47%	53%
2014-15	2019	36%	34%	69%
2015-16	2020	50%	40%	55%
2016-17 ³	2021	27%	33%	72%

1 Potentially Pilot Qualified

2 Military Leadership Diversity Commission

3 Physical Quals adjusted for Pilot



It also came to light that a program to improve the diversity of the cadet wing was struggling due to funding. At the same time, a diversity education initiative of the Falcon Foundation, funded at \$50,000, was ending. The Foundation approved the re-direction of these funds to the Academy for the Diversity Visitation Program subsequently re-named the Falcon Visitation Program. The program basically provides travel funds for diverse young people who are considered to have the potential to enter the Academy but who do not apply because they don't believe there is anyone at the Academy "like them" and/or they could not afford to come and see for themselves. The initial reports from Admissions indicated 70% of those who benefitted from this funding applied to the Academy, and entered USAFA Prep, received Falcon Scholarships, or received direct appointments. A couple years later in 2018, one of the groups of these young people joined us during a Falcon Fall Meeting and gave the Trustees a standing ovation!

2012 brought new challenges. Included among the early tasks for the Scholarship Committee was a proposal that the Foundation should seriously consider beginning a Post Graduate Scholarship program. Detailed due diligence and discussion began promptly and continued for two years.

In addition, and as a result of the study of the three new schools which had requested to be Falcon Prep Schools, two were approved and joined our group: Randolph-Macon Academy and Greystone at Schreiner. Kent School deliberations were on-going.

The Academy was directed by Headquarters Air Force to reduce the size of the cadet wing from the authorized strength of 4,417 cadets down to 4,000. Attending this reduction there were also many significant cuts across the Academy permanent party. Along with this cut, the Academy then directed that the number of Falcon Scholars allowed for each new class be cut from "up to 100" to "up to 60". The cuts to be implemented in a two year period. Implementing this cut could not have been more ill-timed. Instead of spreading the remaining 60 Falcons across five schools there were now seven, which was quite an impact to these schools: Northwestern Prep School, New Mexico Military Institute, Marion Military Institute, Wentworth Military Academy, Valley Forge Military Academy, Randolph-Macon Academy and Greystone at Schreiner.



Trustee and former Executive Assistant for the Foundation, Pearl Swofford, was recognized for her sustained outstanding performance and contributions to the Foundation and was named Executive Assistant Emeritus. Pearl served the Foundation since its earliest days in Colorado and has continued to be our strongest advocate. Congratulations Pearl!

2013 provided both pleasant and unpleasant developments. The bad news first. Valley Forge Prep School had been with the Falcon Foundation for decades. It, at the time, mid 2000's, was the only Falcon Prep School that was not co-ed. It was all-male. This matter was afforded considerable discussion and it was decided to direct Valley Forge to become co-ed or the Falcon Foundation would no longer continue using Valley Forge as a Prep School. West Point AOG joined us in this matter and Valley Forge became co-ed shortly thereafter. Challenges with Valley Forge however continued. A serious incident occurred, involving one of our female Falcons, followed by serious facility matters and a succession of changes in leadership, all resulting in a decision by the Foundation to suspend Valley Forge as a Falcon Prep School. That suspension continues to this day, 2020.

The good news is, we continued to improve the position of the Foundation at the Academy in all ways possible. The Foundation had long recognized its Top Falcon Scholars, highest Overall Performance Average (OPA), highest Military Performance Average (MPA), and highest Physical Education Average (PEA) at its Spring meeting in May prior to Academy graduation. In reviewing Academy recognition events, it appeared that the Academy Tapping Ceremony held the morning of the graduation parade in the Arnold Hall Ball Room followed by a formal reception, might be an event that would warrant recognition of the Top Falcon Scholar. This singular distinctive event would be perfect to recognize the best of the best Falcon Scholars, the Top Falcon Scholar. In discussion with the Superintendent, it was agreed the Top Falcon Scholar recognition (OPA) would be included henceforth. The Foundation had only to provide the recognition plaque to be mounted on the Ball Room wall, which was done. The Foundation and the Academy annually recognize the Top Falcon Scholar at the Tapping Ceremony with short remarks of accomplishment and "Tapping in" the name plate on the plaque. This is in addition to the continuing recognition of all three Top Falcon Scholars (OPA, MPA and PEA) at our Spring meeting.



Efforts to recognize Gen Alison continued and began to focus on an Air Force level award for a mid-grade officer. Necessary paperwork was forwarded to the Chief of Staff and began its way through the Air Staff for approval.

Toward the end of 2013 a new Superintendent arrived, Lt Gen Michele Johnson.

2014 brought us a new Chairman, Trustee Gene Renuart, and a new Vice Chairman Trustee Hugh Williamson. President and Vice President remained the same as did committee structure. Following a review of our IRS Tax position and upon a detailed review of our financial position it was decided to raise our dues, or the annual donation as some might say, from \$300 per year to \$600 a year, doubling our dues/donation, and do so over the next three years by \$100 each year. This not only improved our financial position but also improved the non-profit position on our Tax Form 990.

Prep School matters were constantly flowing. We completed our discussion with Kent School and added them this year. At the same time, we were becoming increasingly aware that the dollar value of our Falcon Scholarship, \$5,000, was woefully below what was happening across American education. In light of the reduction in the number of Falcon Scholarships to be awarded each year and the rising cost of education, we took a hard look at alternative scholarship approaches. The result was a 50-25-25 model developed in coordination with Admissions and each of our seven prep schools (Valley Forge was suspended in 2013 and Kent School was added in 2014). The 50 represented 50% of tuition, room and board, and that became the Falcon Scholarship for that school. Thus, the scholarship for each prep school was different. The remaining 50% of tuition, room and board plus fees was to be split evenly between the family of the Falcon Scholar and the Prep School he or she would attend, thus the 25-25. The prep school could pay more than half of remaining cost but not less. The intent was to reduce the family share of cost, and it worked quite well. For example, in 2014 at Marion Military the total cost was \$20,110. Using the old \$5,000 model that left 15,110 to split between school and family. Using the 50-25-25 model the Falcon Scholarship was \$7,975 leaving \$12,135 to split between school and family. The schools in turn realized that by reducing the family cost and the school paying more than half, the school would be more attractive as a prep school to the Falcon Scholars. That results in less cost per family and thus a benefit to those who are economically challenged. The next challenge was to develop an algorithm that would be used in the selection process that would allow each person offered a Falcon Scholarship to select whichever prep



school they wanted on a first-come first-serve basis. The process used the falcon scholarship amount as the limiting factor and worked such that there were always enough funds remaining to ensure there was a school and funds available for every Falcon. It really works!

In the meantime, our Scholarship Committee completed its deliberation on post graduate scholarships and along with our Nominating and Governance Committee recommended not pursuing post graduate scholarships simply because there was no perceived need and because it was not within the mission and purpose of the Foundation. After considerable debate among the Board of Trustees it was decided to not pursue PG scholarships.

2015 was a great year for the Foundation and yet also one of continuing change. A review of the entire organization was begun, with the following result: the Governing Trustees were retained as they were; however, in reviewing committee structure, it was decided to make a few adjustments: Audit stayed the same as did Compensation, and Scholarship. Finance, along with Nominating and Governance were changed. Finance was split into two committees, a true Finance committee and an Investment Committee (which is what Finance was really doing previously). Nominating and Governance was also split into a Nominating Committee, and a Governance and Strategy Committee. Program Planning and Expanded Roles were disbanded.

In the office, Executive Assistant Donna Porter began a determined effort to transition from paper to digital records as much as we could. A summer intern was hired and worked like a beaver scanning paper to electronic files. The effort was hugely successful and together with changes yet to come allows us today to search files and sustain a digital system for the foundation.

The young Falcon Scholars that attended Prep School in 2010-2011 entered the Academy in 2011 with the Class of 2015. One of them, Jake Sortor, attended Northwestern Prep (NWP). As a first classman Jake was the Fall 2014 Cadet Wing Commander and jumped with the Parachute Team Wings of Blue. Jake is an outstanding example of the value of a Falcon Scholarship. Not bad for someone who didn't make the Academy first time he tried! But the outstanding performance of Falcon Scholars didn't start with Jake and didn't end with him as you will soon read. The Top Falcon Scholar for 2015 was Joel Russo (NMMI) and he was the first Falcon to be recognized at the Academy Tapping ceremony.



**President Kelley congratulating 2015 Top Falcon Scholar Joel Russo
(Air Force photo courtesy of Mike Kaplan)**

Our numbers for 2015-16 are:

	<u>GS</u>	<u>K</u>	<u>MMI</u>	<u>NMMI</u>	<u>NWP</u>	<u>RMA</u>	<u>WW</u>	<u>TOTAL</u>
2015-16	10	3	5	9	28	5	1	61

GS=Greystone at Schreiner; K=Kent School; MMI=Marion Military Institute; NMMI=New Mexico Military Institute; NWP=Northwestern Prep; RMA= Randolph-Macon Academy; VF=Valley Forge; MMI= Marion Military; NMMI=New Mexico Military; WW= Wentworth

Looking at Falcon performance, 81% of our Falcon Scholars who entered with the Class of 2015 graduated, while 76% of the direct appointees who entered USAFA with the Class of 2015 graduated. That's pretty darn good return on the investment !

Alison Award. Our efforts to gain Air Force approval for the AF Alison Award came to fruition and at the Falcon Banquet in the Fall of 2015, Chief of Staff Gen Mark Welsh (Falcon Scholar in 1971 at Wentworth) presented the first Alison Award. The granddaughter of Johnny Alison, Elisabeth, gave a beautiful presentation on her grandfather and provided an excellent beginning to a new tradition for the Foundation. The personal item is a crystal engraved trophy. The Permanent trophy is rather large with the image of Johnny Alison and his history along with the names of



each recipient. The trophy sits on the balcony overlooking the Ball Room in Arnold Hall. Please stop by and take a look next time you are at the Academy!

Overall, 2015 was a very successful year. Though I can report with assurance that NO-ONE in 2015 answered the following question correctly: Where do you see yourself in 5 years ? Check 2020 for the answer !

2016 Unfortunately, Wentworth Military in Missouri encountered serious financial difficulty and it became necessary to suspend a longtime friend of the Falcon Foundation. Wentworth closed at the end of the academic year. This left us with six prep schools.

The Academy gained a new Athletic Director, Jim Knowlton, and in discussion with him it became apparent we might be able to strike a new relationship by providing scholarships to recruited athletes. That initiative was processed through the Superintendent and she approved up to five recruited athletes as Falcon scholars. Those five recruited athletes would be additive to the normal ration of Falcon Scholars. The only wrinkle was that those athletes had to achieve Falcon Scholar performance in prep school. The first Falcon Athletes were selected and began the following year.

A longtime supporter of the Foundation, Janie (LeMay) Lodge, reached out again to the foundation and indicated that her father, Gen Curt LeMay, had left several items with her and one in particular she wanted to pass to the Falcon Foundation. The item was a painting done for the General and one which he treasured till he died. It hung with pride in the General's office wherever he was assigned. The painting was of the Regensburg Raid which the General led in WW II. It portrayed B-17s crossing the Alps after striking Regensburg. What made it distinctive however was the shrapnel hole in the middle of it! The painting was done during WW II in London, but before the artist could deliver the painting a German V-1 struck near his studio and a piece of it pierced the canvas. The artist distraught, he reported to LeMay, who to his surprise proudly accepted the work and displayed it in his office wherever he was assigned to include his office when Chief of Staff. The foundation accepted the painting and has since "loaned it" to the Academy History Dept where it is prominently displayed in their lobby, complete with shrapnel hole!



2017 was another good year! Falcon Scholar Cadet Sara Fishbein, (NWP) was selected as the Fall 2016 Cadet Wing Commander. If you are counting, that's two in three years! Sara was closely followed by Falcon Scholar Cadet Howlett Cohick (GS) who was selected to be the Spring 2017 Cadet Wing Vice Commander! Sara and Howlett graduated with great pride in the Class of 2017, with Sara being the Top Falcon Scholar (OPA). The Foundation was honored to recognize her at the Tapping ceremony in Arnold Hall.

The Foundation was pleased to select Trustee Bill Begert as its new Vice Chairman as incumbent Trustee Hugh Williamson stepped down. The new Leadership Team charged our Finance Chair Trustee JT Herman, to take a look at Foundation financial health into the next decade or so. JT gathered the factors and their variance from prep school cost to market fluctuation to the rising cost of education, and more. The result was a stunning look complete with variables that indicated the Foundation could use an additional \$5M over the next few years to take us to 2050 and beyond comfortably. The Governing Trustees agreed. The USAFA Endowment was struggling at the time and while we did reach out to them, we eventually concluded it was best at the time to initiate our fund raising campaign so off we went. At the time of this writing we have raised more than 20% toward our goal. Since 2017, the UE has gained new leadership and morphed into the Air Force Academy Foundation to include sound plans for a major fund raising campaign in support of USAFA and the foundations supporting USAFA. The Falcon Foundation is pleased to join in support of this major campaign.

2018 began the celebration of the 60th Anniversary of the Falcon Foundation, founded in 1958. A very nice article was written for the AOG Check Points magazine, March 2019. We also began an effort to design a Falcon Foundation logo fitting for the time. After many months of work the design was completed, registered, approved by the Foundation, and proudly displayed.





We stepped up and dressed up the Arnold Hall Ball Room for our Banquet in the Fall. We recognized Major Ross Jones, a Falcon Scholar and Academy grad who was an aircraft commander on a B-2 and he gave a superb presentation on the airplane. We reviewed the history of the Foundation along with what was going on in the world in September 1958. We included these words in recognition of our Falcon Scholars and their performance and accomplishment:

“Falcons are 4% of an entering class at USAFA, yet by the time they are juniors and seniors they will occupy about 10% of the key cadet leadership positions. They have a higher graduation rate than any other cohort entering USAFA, and on active duty have the best retention and retirement rates of any Academy graduates.

They include being #1 in their Academy Class, Rhodes Scholar, Cadet Wing Commander and Vice Commander, a multitude of Cadet Sq, and Group Commanders, and Intercollegiate Athletes. On Active Duty..... Squadron, Group, Wing, NAF, and MAJCOM Commanders! They include CEO’s and founders of companies and, yes, they include Chief of Staff of our AF ...five USAFA graduates have become CSAF...the last two are both Falcons and with us here this evening. So, from 4% of an entering class to 40% of the grads that became CSAF...all in service to nation! That’s pretty darn good bang for the buck I would say!

The second chance...that reserve ‘chute so to speak..... provided by our Falcon Foundation and enabled by the passion, perseverance and excellence of our Falcon Scholars has produced an outstanding ROI, and resulted in extraordinary leaders for our Academy, our AF and the nation! They have excelled as demonstrated by awards and decorations to include the AF Cross and national civic recognition, and through promotion and appointment as CSAF.”

2019 was an eventful year as we continued to celebrate our 60th. But it also brought us a new Chairman, Trustee Bill Begert, as Trustee Gene Renuart completed his five year term. Bill was well prepared for the position and challenge having been the Vice Chairman previously and having led the charge on our fund raising efforts.

2019 brought the first new scholarship in about a decade: a \$100,000 scholarship over 10 years honoring CSAF Gen Tony McPeak. This scholarship was first awarded in 2020.



It is also the year our Executive Assistant Mrs. Donna Porter retired, and Ms. Sherry Cooper stepped up. Donna served the Foundation magnificently from 2005 until 2019 and her outstanding service was recognized by making Donna an Honorary Trustee. Ms. Cooper came to the Foundation with an auditing, accounting, and business background. Her background, combined with her interest in implementing new technologies, brought about the beginning of our digital transformation resulting in significant changes in the way we conduct business. Her demonstrated skill and talent resulted in a review of the job description for the position, and our Executive Assistant became the Director of Operations and Comptroller.

This was also the year that we hit the Max Limit of Active Trustees (200) for the Foundation. Recall that limit had been set (raised) back in the mid 2000's. Since then we had been nominating and bringing in 10-15 new Trustees a year. This is about to come to an end, and we will only be able to bring in a handful of trustees in future years.

This was also a big year for our Prep Schools. Following an in depth study of how well our Falcon Scholars from each prep school performed at USAFA, it was determined that a couple schools simply did not provide much bang for the buck. Kent School and Greystone at Schreiner were both suspended. That left us with four prep schools. On a parallel track however Georgia Military College had approached the Foundation and a study along with the challenge of our standards and criteria was undertaken complete with three visits to GMC. The Foundation decided to accept GMC as a Falcon Prep School and offered it to Falcon Scholars for the 2019-20 academic year.

This was also the year we saw the impact of 9 years of work come to fruition. The Foundation had been working with Admissions to find the sweet spot, the best number of Falcons to bring into the program where we helped as many youngsters as possible while maintaining high performance and high graduation rates. Concurrently the Foundation worked with the prep schools providing feedback on areas they needed to improve in, in order to help their Falcons be more successful in their USAFA careers. The result of this effort was clearly seen in graduation rates. For the 12 years of Falcons entering the program in 2000 thru 2011, the graduation rate of all Falcons (at Falcon entry to prep) was 69%. The graduation rate improved for falcon classes 2012-2015 (USAFA classes 2016 – 2019) to 80%. To provide a more familiar comparison, we can look at this in terms of the graduation rate for Falcons who entered the Academy. The graduation



rate for Falcons in the same periods as noted above, improved from 76% to 85%. The highest graduation rate of any cohort entering the Academy. Mission accomplished !!

In coordination with Admissions a new opportunity for our Falcon Scholars came to light. The Air Force was developing initiatives to introduce young people to flying. Some of the funding for that program could be applied to some of our Falcon Scholars. So, for the first time a few of our Falcons were funded by Air Force to enter ground school and fly thru solo. This opportunity was only available at Randolph-Macon Academy and Marion Military which already had sound flying programs. Many of our Falcons had begun flying at their own expense for years at these two schools but this was new deal...Air Force paid!

On the downside, the Foundation began to experience some hesitancy from the Academy to continue to provide the data upon which we were able to assess performance. This data on performance of Falcon Scholars had been provided the Foundation since its earliest days and in fact had been presented to the Foundation as early as 1959, by the Superintendent. But new consideration of government rules was suggesting that as an NFE (Non Federal Entity) the Academy needed to reconsider what it was doing. This applied not only to the Foundation but also to what the Academy was doing with all the foundations supporting USAFA. This is an on-going matter as of this writing.

This was also a memorable year in that Trustee Mal Wakin stepped down as our Ethics Advisor. Mal along with General Counsel Tom Jeter shaped and drafted the Code of Ethics for the Foundation and developed the processes that would be used to assess Trustee responsibilities and how to handle the Conflict of Interest disclosures. Upon Mal's departure, the duties of the Ethics Advisor were transferred to our VP General Counsel.

2019 ended on a high note. The economy and financial markets were strong, and we ended the year with an all-time high portfolio value of \$26.2M.

2020 Fund raising efforts continued and two additional new Falcon Scholarships were initiated in 2020. One was to honor the late Trustee, Hiroshi "Nick" Ikeda, for a five year period. The other was a new Falcon Scholarship established in perpetuity honoring all Falcon Foundation Presidents. Fund raising for the President's s scholarship is well along as of this writing.



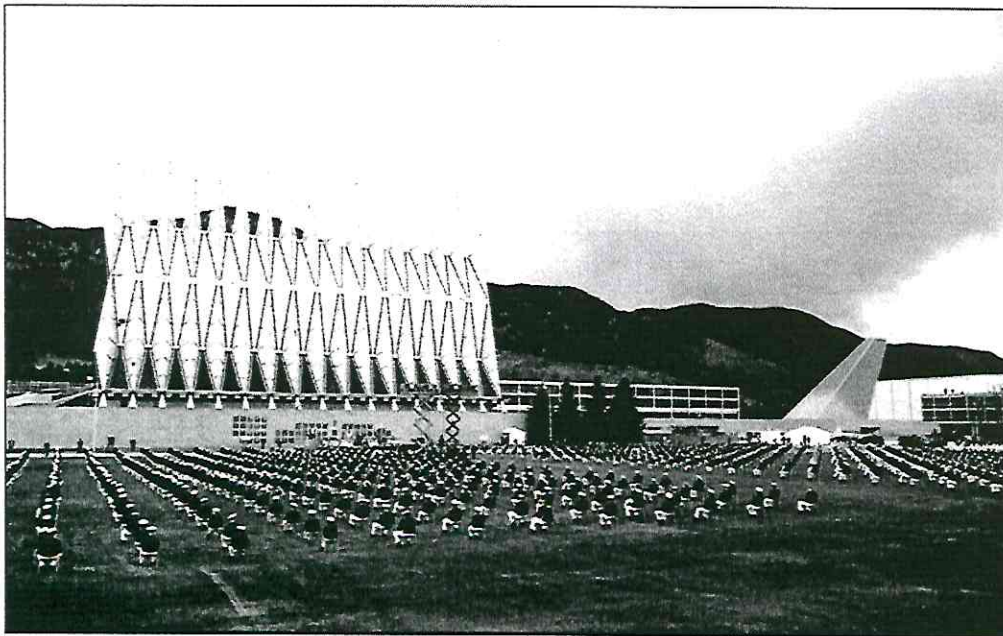
We cannot talk about 2020 without addressing the pandemic. Who knew in 2015 what was coming in 2020? The immediate impact was at our prep schools and with our Falcon Scholars. Going no notice from traditional in class learning to remote learning was a huge shock, to schools and our Falcon Scholars. Admissions was equally impacted given all those who were to enter the class of 2024, whether high school or prep school, were not going to have the same accomplishments as normally expected. SAT and ACT testing was not as available as normal. The impact of remote learning caused normal high grades to be diminished. It was a tremendously challenging time for the Foundation supporting our Falcons and for the Prep schools preparing “their” Falcons for USAFA.

A brief recap of select events in 2020 follow:

- News of the virus emerged in January 2020, initially with little alarm. That changed rather quickly. The NBA cancelled their season, Disney parks closed, international borders were closed, and the nation was in a state of lockdown.
- In mid-March, USAFA Prep school sent their students home to make space for isolation and quarantine. Preppies transitioned to online learning.
- Recognition began as usual on Thursday 12 March and was cancelled just hours into training.
- The 3 subordinate classes were sent home over an 8 day period before spring break and were not allowed back to the Academy until summertime. At home they transitioned to online learning, more on that later.
- Firsties remained on campus and spread out through the vacated dorms. They were in isolation and mostly restricted to USAFA from mid-March through graduation. They transitioned to online learning.
- March 23, 2020 the USAFA installation commander declared a public health emergency and closed the base to the public, among other measures. The public health emergency is still in place at the time of this writing (currently extended to 6 May 21).
- Financial markets were in turmoil. On March 23 the investment portfolio had lost \$6.8M in value dropping to \$19.4M, a 26% decline in less than 3 months!
- All falcon prep schools sent their students home and continued with online learning or “distance delivery”. A challenging time for professors and students alike. Simply said, distance learning ain’t like in class learning !
- Meanwhile, USAFA was busy making Falcon offers for 2020-2021. The Foundation was busy budgeting for the upcoming year and questioned whether to proceed with business as usual.



- Discussions ensued with the Chairs of the Investment and Finance committees, Scholarship and Treasurer. It was decided that the Foundation has the means to continue the same level of service and family need may be greatest at this time. It was recommended that we restrict spending from 4.25% of the rolling 3 year, to 4%. That budget tightening was accomplished and more so.
- None of the customary graduation events occurred as normal. Socials, awards ceremonies, parades etc., were cancelled. Families were asked to stay at home and not travel to Colorado Springs.
- The class of 2020 was the first USAFA class in history to graduate early and the first class to commission Lt's to the new Space Force (86). The 18 April ceremony was socially distanced on the terrazzo. Families were not allowed to attend the ceremony but were able to view the ceremony online.



USAFA Graduation 18 April 2020 – Photo Courtesy of the AOG

Here in Colorado while supporting our prep schools and Falcons we also had to prepare for our Spring meeting, and Top Falcon Scholar recognition. How to conduct our Spring meeting? Clearly a physical meeting was not gonna happen; the question was, “Well then what do we do?” And along came ZOOM. Ms. Cooper rose to the occasion and came up with a best solution, developed it, presented it and Waa Laa, it worked! Not without much time and effort by many of us, but it worked. Well perhaps not without a slight hitch with ZOOM...we planned and paid for up to 300



attendees but somehow that didn't get to the computer and thus some Trustees were not able to join.

The summer of 2020 was like none other. The new class of 2024 entered very non-traditionally with in processing at the Holaday Athletic Center, followed by almost immediate Restriction of Movement (due to COVID protection). Forget the distinct three period summer for upper classes and standard activities. Cadets returned to USAFA in fluid phases, were tested and entered a two week Restriction of Movement. Standard programs were cancelled including Summer Seminar, EST, Expeditionary Skills Training, and Ops Air Force. Summer Research trips were cancelled and replaced with remote research. Academic classes and airmanship classes were offered at reduced capacity with both in-person and online options. Other programs were modified to accommodate all involved, including basic cadet training. The basics were accepted into the cadet wing on 10 Aug with an Acceptance Parade, with no parents, family, or friends in attendance. The event was live streamed.



Stillman Field, USAFA – Class of 2024 Acceptance Parade. Photo courtesy of the AOG.

The summer brought new leadership to the Academy. In July, the Academy welcomed a new Vice Superintendent, Col Otis C. Jones '95, and a new USAFA Prep School Commander, Colonel Melissa Youderian '98. In September, a new Superintendent took charge, Lt. Gen Rich Clark '86. He was a previous Commandant of Cadets.



The Scholarship Committee was busy working a Standards and Criteria assessment of each Prep School which is done every five years. This work is expected to conclude in the fall of 2021. They also began a process to evaluate and identify potential future Foundation prep schools. Work is ongoing as each school's evaluation typically encompasses 2 years.

We all hoped the pandemic challenge would be gone by the Fall, needless to say, that was not to be! The annual in-person prep school visits could not occur. Instead, President Kelley and President-Elect Lorenz met with each prep school and conducted business over Zoom. We also conducted the scholarship presentations over Zoom and in some cases, parents were invited to attend. It was quite a site to see several parents become emotional and brought to tears, as President Kelley delivered opening remarks.

As the fall term began, the Visitor Center, Planetarium and sporting events remained closed to the public and campus tours were cancelled. Cadets were restricted to campus, no in-person club activities, and all intramurals, SAMIs, AMIs, PAIs and NMF were suspended. Most offices and support functions located on base were minimally manned with the majority of personnel telecommuting. Another first was seen when 10% of the cadet wing, consisting of upper class cadets, was housed in off-base hotels to make room for isolation and quarantine quarters in the cadet area. Parent's weekend was cancelled. The fall calendar saw changes too. Classes were held on Veterans Day and the day after Thanksgiving, and the semester ended a week early on 11 Dec. The 2020 fall semester is said to be one of the toughest semesters in USAFA history, only second to your Doolie fall semester !

It can be hard to imagine USAFA in the COVID era. We hope the following picture, taken at a familiar place, Mitchell Hall, helps bring the state of USAFA into sharper focus for you. And remember, during this period the Cadet Chapel was well along in renovation. Not much was normal around USAFA !



**Boxed meals, to be consumed in one's dorm room, are available for breakfast and dinner. Lunch is the only meal eaten in Mitchell Hall.
(Photo courtesy of C2C Alena Wroe)**

Our prep schools saw similar impacts. Georgia Military College, Marion Military Institute, New Mexico Military Institute and Randolph-Macon Academy all opened for in-person in-seat learning. Each school developed a process to receive cadets, administer COVID tests and quarantine. Each school saw changes to their usual calendar for summer and/or fall and had to be flexible based on the incidence of the virus on campus. Each of these schools ended up using a hybrid approach utilizing both in-seat and online learning and they were able to complete the fall term successfully.

Northwestern Preparatory School in southern California adhered to the usual established fall schedule with 36 Falcons and 61 total students reporting on 3 Sep and completing the single semester program 13 Dec. The State of California did not allow the campus to open on the mountain in Crestline, California, so uniquely the school transitioned to 100% online learning



with students remaining at home. NWP was innovative. They restructured their program utilizing Zoom and various apps. Initially the daily schedule was challenging delivering 6-7 hours of instruction per day over 5 time zones. But soon everyone fell into a rhythm.

The Durbecks were very pleased with the level of engagement they had with their students and with the community they were able to create in spite of the physical distance. Students managed to bond and form friendships. The students' resilience in dealing with the challenges of staying at home, and their openness and positive attitudes were paramount to NWP's staffs' ability to execute a remote program successfully.

So, when the Fall meeting planning came around, we knew normal was out the window to include a physical meeting let alone a banquet and we had to test ZOOM for the 300. When you think about it just how do you do that? Well we figured it out and it worked, and the Fall Meeting was the largest Falcon Trustee meeting attendance ever!!!! On the financial front, the investment portfolio had rebounded and was valued, once again, at over \$26M. And the change of leadership between then President Kelley and President-Elect Steve Lorenz was done by passing the "patch" (logo) in the office for all to see.



Photo courtesy of the AOG



**Falcon Scholar Distribution Across Prep Schools
(At Start of School Year)**

	11-12	12-13 ¹	13-14 ²	14-15	15-16	16-17	17-18 ³	18-19	19-20	20-21
Georgia Military College									5 ⁴	11
Greystone		4	1	7	10	6	2	2	0 ⁴	
Kent				3	2	0	2	2	0 ⁴	
Marion Military Institute	11	6	19	6	5	9	10	10	10	12
New Mexico Military Institute	9	6	8	7	9	5 ⁵	8	5	4	7
Northwestern Prep	53	38	25	27	28	33 ⁵	32	40	43	35
Randolph-Macon Academy		2	5	5	5	8	7	9	8	10
Valley Forge ⁶	8	1								
Wentworth ⁷	2	3	2	6	1					
TOTAL	83	60	60	61	60	23	61	68	70	75

- 1 First year of 60 scholarships. Decision by Supt due to reduced size of CW (4,417 down to 4,000). Also, diversity became a major factor for Falcon offers by USAFA with the 12-13 Falcons
- 2 First year of new scholarship (50-25-25)
- 3 PPQ again became a major factor for Falcon offers by USAFA with 17-18 Falcons
- 4 GMC started. . . . Greystone and Kent dropped as a result of Bang for the Buck
- 5 First year of Recruited Athletes - one at NMMI and one at NWP
- 6 Valley Forge suspended for cause beginning 2013-2014
- 7 Wentworth closed in May 2017 due to financial problems

On 9 Oct 2020 at the Falcon Foundation Fall Meeting on ZOOM our status was as follows:

Chairman	Trustee Bill Begert, Gen USAF (ret)
Vice Chairman	Trustee Tony Robertson, Gen, USAF (ret)
President	Trustee Steve Lorenz, Gen, USAF (ret)
Vice President	Trustee Matt Byrd, CEO Alliance, Inc

Committees:

Audit	Governance and Strategy	Scholarship
Compensation	Investment	
Finance	Nominating	



Finances \$26 M
Prep Schools 5
Falcon Scholars 75
Trustees 197

Take a quick look at the Foundation and our environment the past ten years 2010-2020:

Falcon Foundation:	1 President and 3 Chairmen
Association of Graduates:	3 Chief Executive Officers
Air Force Academy Foundation (USAFA Endowment):	5 Chief Executive Officers
Air Force Academy Athletic Corporation:	3 Chairmen

<u>USAFA</u>	<u>New Facilities</u>
4 Superintendents	Holiday Athletic Center
5 Commandants	Polaris Hall
3 Deans of Faculty	Planetarium Refurbishment
3 Athletic Directors	Cadet Chapel Refurbishment

Falcon Scholar Statistics Fall 2010 thru Fall 2020

744 Falcon Scholars entered prep school, 2010-2020
705 (95%) Falcon Scholars entered USAFA, includes June 2021 appointees
568 Falcon Scholars graduated USAFA 2011-2020
251 Falcon Scholars attending the Academy as of fall 2020
2 former Falcon Scholars served as Chief of Staff, USAF

Clearly, we rightfully spend the majority of our time focused on mission, our Falcon Scholars. But to be sure, we also take note of our Trustees who make everything possible, and we are tremendously blessed with outstanding people from every corner of life. At each meeting we try very hard to recognize the accomplishments of our Trustees. Capturing 100% of the awards and recognition is beyond the purpose of this history but here are just a few of the awards and recognition our Trustees have received these past few years:

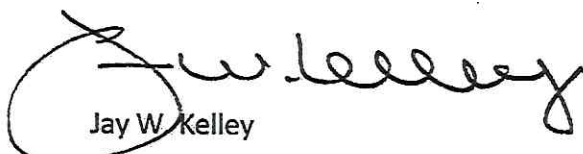


AFA Kent Award for Leadership	National Aviation Hall of Fame
AFA Lifetime Achievement Award	Perlmutter Award for Global Business
American Astrological Society	Stars and Stripes Honoree
American Institute of Aeronautics and Astronautics	State of Wyoming (Ben Bellis Day)
Aviation Week Lifetime Achievement	Statesman of Aviation Award
Colorado Women's Hall of Fame	USAFA DG
Federal News Hall of Fame	USAFA Gen T D White Award
Living Legend of Aviation	Williams Trophy for Aviation Vision
Medaille de Aeronautic (France)	

Our Trustees have Chaired or Co-Chaired the last three major honor reviews at USAFA and Chaired a review of the Academy's draft policy to implement repeal of Don't Ask Don't Tell. Our Trustees volunteer their time and experience in support of the Academy at no charge and also serve as CEO, Chairman, or on the Board of the Association of Graduates, the Air Force Academy Foundation, the Friends of the Academy Library, and the Air Force Academy Athletic Corporation, and recently served as the Chair of the Academy Board of Visitors. Our Foundation is engaged in support of the Air Force Academy!

In closing, it has been my distinct honor and privilege to serve the Falcon Foundation these past ten years. It has been the focus of my life and beyond measure for me personally to be able to give back to USAFA in a way I never imagined. To have had the opportunity to influence "tomorrow" thru our outstanding young Falcon Scholars is a challenge and gift beyond my wildest dreams. I'd do it all again..... altho I might need a new body ! It's always said that we should leave it better than we found it and to expect our successors to do the same. So, to our new President I say.....Do good, confront evil and press on !

Respectfully submitted


Jay W. Kelley
Lt Gen, USAF (ret)


Rita A. Jordan
Brig Gen, USAF (ret)