



UNITED STATES
**AIR FORCE
ACADEMY**

USAFA

Board of Visitors

7 August 2025

Opening Remarks

Dr. Raquel Rimpola
Designated Federal Officer

Rep August Pfluger
Chairman

Superintendent's Update

Lt Gen Tony Bauernfeind
USAFA Superintendent

Warfighters - Leaders - Critical Thinkers

UNCLASSIFIED

- **Leadership**
- **Our Mission, Vision, Priorities, and Mission Sets**
- **Creating Warfighters, Leaders, Critical Thinkers**
- **Transforming USAFA**



Brig Gen Evans
Vice Superintendent



Lt Gen Tony Bauernfeind
Superintendent



CMSgt John Alsvig
Command Chief



Brig Gen Gavin Marks
Commandant



Col Steven Hasstedt
(Acting) Dean
of the Faculty



Ms. Gail Colvin
Chief of Staff



Ms. Jennifer Block
Executive Director
of Athletics



Mr. Nathan Pine
Director of
Athletics



Col Ahave Brown
10th Air Base Wing
Commander



Col Nancy Taylor
306th Flying Training
Group Commander



Col Stephanie Silva
Space Detachment
Commander

“The President gave us a clear mission: achieve Peace through Strength.

**We will do this in three ways — by restoring the warrior ethos,
rebuilding our military, and reestablishing deterrence.**

We will revive the warrior ethos and restore trust in our military.

We are American warriors.”

- Secretary of Defense Peter Hegseth, 25 Jan 2025

CENTCOM Nominee: U.S. Military Presence in Syria Remains Crucial to Confront ISIS Threat

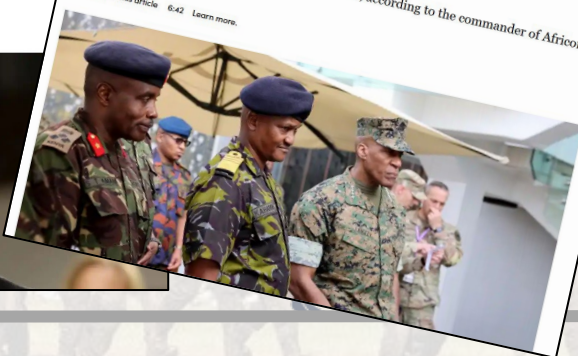
CENTCOM nominee Cooper: U.S. troops must stay in Syria to counter drawdowns. Calls interim leader al-Shara key ally. Force levels mission remains critical.

1 hour ago



U.S. military posture in Africa shifts while terrorist threats intensify

BY BRANDI VINCENT • MAY 20, 2025
Listen to this article 6:42 Learn more.



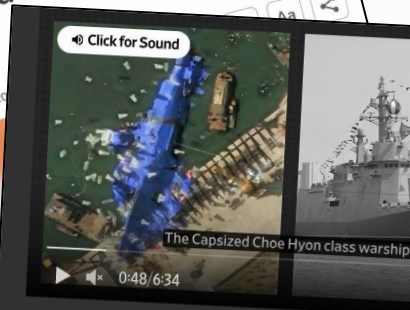
Xi eyes military supremacy as he reorganises China's armed forces

...stresses need for ongoing reform as he tightens control over the People's Army.



Putin says he is concerned world is heading toward World War Three

By Reuters
June 20, 2025 10:28 AM MDT · Updated June 20, 2025



They Float But Can They Sail? Korea's Russian Inspired Wars

A WSJ visual investigation of North Korea's capsized battleship exposes how the regime's military is crumbling between Pyongyang and Moscow, while raising questions about the viability of Kim Jong Un's latest destroyers. Photo: KCNA/AFP/Getty Images

By Wall Street Journal

Israel strikes nuclear sites 'badly damaged'

20:38 | 1 min



China, North Korea and Russia military cooperation raises threats in the Pacific, US official warns

LOLITA C. BALDOR
Thu, April 10, 2025 at 11:44 AM MDT · 3 min read



Why America Needs an Air Force

Priority #1 -- Defend the American Homeland



Defend the American Homeland against attacks in, from, and through the Air Domain

Priority #1 -- Provide Strategic Deterrence



USAF forces underpin U.S. nuclear deterrence: Sacrosanct Mission

Priority #3 -- Power Projection



The USAF is the only service able to rapidly project power unilaterally and is indispensable for global Joint Force operations



USAFA's mission is to forge leaders of character, motivated to a lifetime of service, and developed to lead our Air Force and Space Force as we fight and win our Nation's wars.



USAFA's mission is to forge leaders of character, motivated to a lifetime of service, and developed to lead our Air Force and Space Force as we fight and win our Nation's wars.

VISION:

- Premier Service Academy
- Rigorous, adversary-focused military training
- Nationally recognized academic program
- Highly competitive athletics
- World class installation
- Professional dedicated permanent party



**Warfighters
to Win**



**Leaders of
Character
and
Quality**



**Critical
Thinkers
to Adapt**

STANDARDS ▪ HONOR CODE ▪ RESPECT ▪ TEAMWORK

Integrity ▪ Service ▪ Excellence ▪ Courage ▪ Character ▪ Connection ▪ Commitment



FOUNDATIONAL WARFIGHTER TRAINING

SHOOT
EVERY CADET QUALIFIES ON
TWO WEAPONS ANNUALLY

MOVE

CADET SQUADRONS EXECUTE
AGE CONCEPTS AND INCREASE
THEIR ABILITY TO DEFEND THE BASE

MEDICATE

DEMONSTRATE LIFE SAVING SKILLS
UNDER COMBAT CONDITIONS

COMMUNICATE

CADET SQUADRONS DEMONSTRATE
COMMAND AND CONTROL TO
GENERATE COMBAT POWER

AUTOMATE

UTILIZE AUTOMATED SYSTEMS AND
PROCESSES TO INCREASE THE SPEED
OF DECISION MAKING

NATIONALLY RECOGNIZED ACADEMIC PROGRAM

WARFIGHTER SCHOLARS

THROUGH CHALLENGING COURSEWORK, CADETS DEVELOP MORAL COURAGE,
INTERPERSONAL INFLUENCE AND ORGANIZATIONAL LEADERSHIP, PREPARING
THEM FOR LEADERSHIP ON DAY ONE

RIGOROUS CURRICULUM

WE INTEGRATE ACADEMIC THEORY, EXPERIENTIAL LEARNING AND RESEARCH EXCELLENCE
THROUGH 30+ MAJORS AND WARFIGHTING MINORS AND WORLD-CLASS FACULTY

STEM-FOCUSED EDUCATION

INTERTWINED WITH MILITARY STUDIES AND MILITARY HISTORY,
OUR CORE COURSES PREPARE CADETS TO OUTTHINK AND
OUTPACE OUR ADVERSARIES

RESEARCH EXCELLENCE

OUR INNOVATIVE CULTURE ENCOURAGES
MULTI-PERSPECTIVE DECISION-MAKING AND STRATEGIC
THINKING TO SOLVE REAL-WORLD OPERATIONAL PROBLEMS

WARFIGHTERS TO WIN COMPETITIVE ATHLETICS

INTRAMURAL SPORTS

INCLUDES COMPETITIVE SPORTS SUCH AS VOLLEYBALL, SOCCER,
FLAG FOOTBALL, AND BASKETBALL

PHYSICAL EDUCATION

CADETS TAKE 10 PE COURSES SUCH AS COMBATIVES,
WATER SURVIVAL, BOXING, AND MARKSMANSHIP

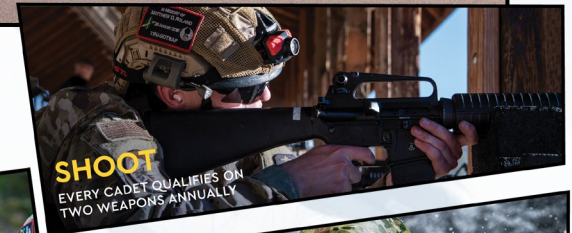
INTERCOLLEGIATE SPORTS

OUR AIR FORCE FALCONS EXCEL ACROSS 30 DIFFERENT
MEN'S AND WOMEN'S DIVISION I INTERCOLLEGIATE TEAMS

FITNESS TESTING

CADETS MEASURE OVERALL STRENGTH
AND CONDITIONING IN BOTH PHYSICAL AND
AEROBIC FITNESS TESTS

Warfighters to Win

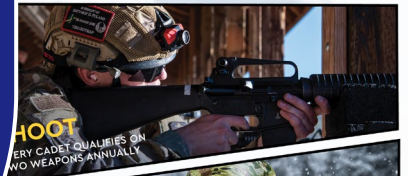
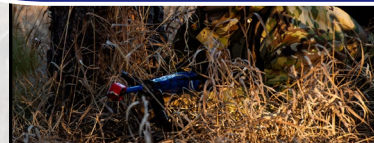




Warfighters to Win

✓ Year-round Warfighter Training

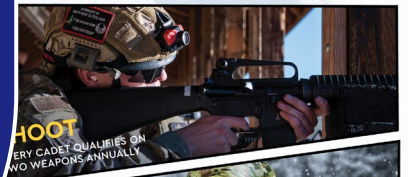
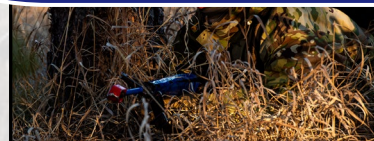
- Airmanship & Guardianship
- Ready Airman Training
- Agile Combat Employment
- CULEXs
- Cadet Survival Training





Warfighters to Win

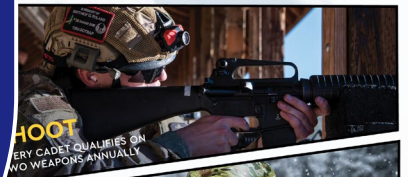
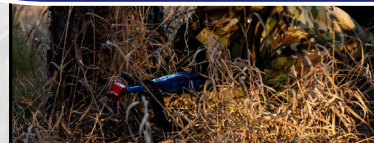
- ✓ **Year-round Warfighter Training**
- ✓ **Cadet Warfighter Instructor Course**
 - Shoot – M4 & M18 Qualification
 - Move – Tactical Land Nav
 - Communicate – PRC 163 & Mission Command
 - Automate – UAS training
 - Medicate – TCCC





Warfighters to Win

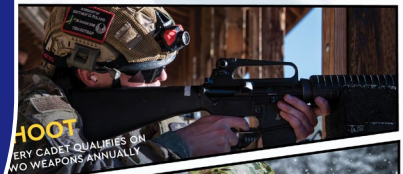
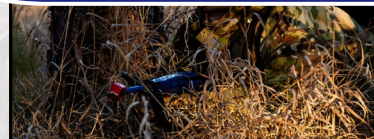
- ✓ Year-round Warfighter Training
- ✓ Cadet Warfighter Instructor Course
- ✓ Institute for Future Conflict
 - Adversary-focused Disrupters
 - Strategic Planning @ HQ USAFA
 - Realism in Training





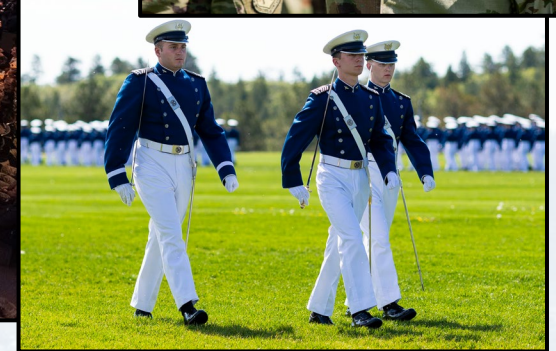
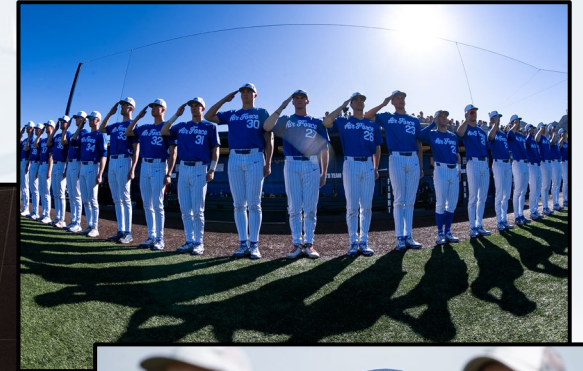
Warfighters to Win

- ✓ Year-round Warfighter Training
- ✓ Cadet Warfighter Instructor Course
- ✓ Institute for Future Conflict
- ✓ Warfighting Minors
- ✓ Updated PT Standards & PE Courses
 - ↑ Water Survival
 - ↑ Combatives
 - Warfighter Capstone





Leaders of Character and Quality





Leaders of Character and Quality



Standards & Accountability

- Honor – Cadet Owned
- 4-Class System
 - Assessment - Military and Leadership
 - Recognition and Promotion
- Discipline
- NCLS
 - Focus on Character through Warfighting





Critical Thinkers to Adapt





**Critical
Thinkers
to Adapt**

✓ **Cadet Empowerment & Responsibility**

- Year of WHY
- Operationalize – ALL USAFA
- Cadet Squadron = Unit of Action
 - 4-Class System
 - Cadet Special Staff
- + 2 Minors & Masters Degree BETA Program



Warfighters - Leaders - Critical Thinkers

Warrior Leaders Ready Day One



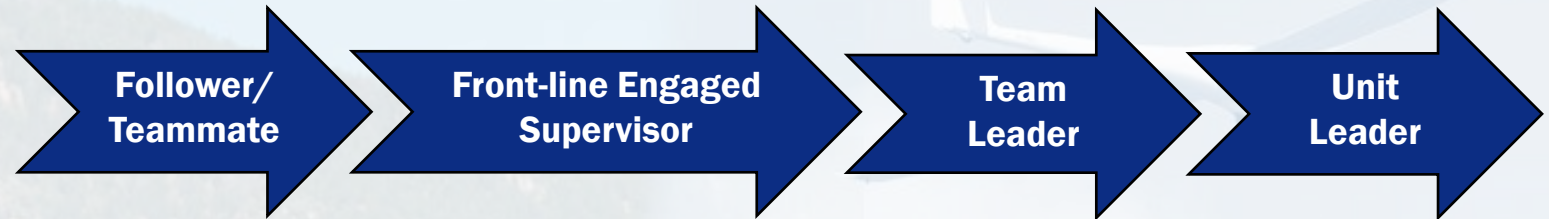
Cadet Wing

**Brig Gen Gavin Marks
USAFA Commandant**

Warfighters - Leaders - Critical Thinkers

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- **4-Class System**



- **Warfighter Training**

- **Build on Airmanship & Guardianship**
- **Ready Airman Training, Expeditionary Skills, Agile Combat Employment**
- **CULEXs**



Cadet Wing – 4-Class System

C4C

**Follower /
Teammate**

Cadet Airmen

Learn and **acclimate** to the **Profession of Arms** via military service **and lift teammates** with cadet and permanent party supervision and support.



C3C

**Front-line Engaged
Supervisor**

Cadet NCO

Actively engage in their **subordinates' development** & effectively accomplish assigned tasks. Provide vision and feedback while **enforcing standards** and **accountability** for the four-degrees under their charge.



C2C

Team Leader

Cadet Senior NCO

Lead teams by **following** orders & **commander's intent** established by Firstie leaders. Advise, supervise, and mentor underclassmen to develop and grow them into future roles. Practice mission command by **identifying resource issues** and **articulating risk to mission/force** for the unit.



C1C

Unit Leader

Cadet Officer

Lead units reflecting operational AF/SF organization and processes. **Responsible for unit culture** while continuing to mentor two- and three-degrees responsible for safeguarding the morale, physical well-being, and welfare of cadets under their charge. **Responsible for/mitigates risk** to mission/force.



Cadet Wing- Military Training Cycle

1° Summer

Lead BCT,
CST, CWIC,
Airmanship
Guardianship



2° Summer

CWIC
Ops AF/SF
Lead BCT, CST,
Airmanship
Guardianship



Academic Year Military Training

- Squadron = Unit of Action
- Fall/Spring CULEX



4° Summer

Complete BCT
Shoot, Move,
Communicate,
Medicate,
Automate
CULEX

3° Summer


CST
Airmanship
Guardianship



Cadet Wing – A Day in the Life

■ Military Training Opportunities

- **AM Period (0600-0723)**
 - Personal Appearance / Room Inspections
 - Supervisor / Flight-Level Engagements
 - Pre-flight
 - Reveille Formation
- **Noon Meal Formation (1130-1223)**
 - Drill & Ceremonies
 - Unit Level Inspections
 - Mandatory Meal as a Unit
- **PM Period M-Days (1230-1323)**
 - RAT, DAF Annual Training, Squadron Commander's or Flight Commander's Call/Time
- **Military Admin Time (M-Th 1900-1930 / Sun 1900-1950)**
 - Element / Flight-Level Engagement
 - Supervisor-Subordinate Feedback
 - Element / Flight / Unit-Level Preparation for the Week
- **Silver Weekends (Fri 1600 – Sat 2300) (~Bi-weekly)**
 - Wing / Group / Squadron-Level Warfighter Training

<div></div> <div>USAFA Schedule of Calls</div> <div>2025 – 2026 AY</div> <div>Approved 21 Mar 2025</div>																								
MON					TUE		WED		THU		FRI		A/SAT		S/SAT		B/SAT		SUN					
0515 0600					Release From Quarters - Personal Time - No duties/activities/training																			
0600 0723					CW Time (see notes for additional guidance on precedence)										0600 0800 Breakfast Available 0600		Academic Saturday		Silver Saturday Breakfast 0700 - 0900		Blue Saturday		0700 Reveille Personal Time	
0730 0823					1 st Period										0745 PHY ED 0900		Follow regular M/T Day schedule as applicable		See OPORD for scheduled training, home football games and meals Lunch 1100 - 1300		0900 0900 Brunch Buffet 1400		0900 Brunch Buffet 1400	
0830 0923					2 nd Period																			
0930 1023					3 rd Period																			
1030 1123					4 th Period																			
1130 1223					Noon Meal Formation / Lunch																			
1230 1323					CW Time: M-Days					DF Time: T-Days														
1330 1423					5 th Period										1345 PHY ED 1500									
1430 1523					6 th Period																			
1530 1800					Intramurals/Clubs/Fitness Or Personal Development Time (Alternate M/T Days)										1545 Recondo (M - F) 1545-1745		Intercollegiate (M - F) 1500-1840							
1800					Personal Development Time (PDT) & Helping Agencies																			
2000					Military Admin Time Monday – Thursday 1930 - 2000																			
2000 2300					Academic Call To Quarters																			
2300 2400					TAPS/NCQ 2300 before class days – 2400 before training days Lights Out 2400 before class days																			
2400 0130					LIGHTS OUT																			

■ Military Training

- Build upon existing CST, Airmanship, Guardianship Programs
- Broad focus on Agile Combat Employment
- Specific focus on Ready Airman Training Competencies
 - “Shoot, Move, Communicate, Medicate, Automate”

■ Fall Semester

- Focus on Individual Skills
- Across Two-Day Field Training Exercise

■ Spring Semester

- Focus on Unit Level Execution
- Across Four-Day Field Training Exercise (“Crucible”)



Dean of Faculty

Col Steve Hasstedt
USAFA Acting Dean of the Faculty

Warfighters - Leaders - Critical Thinkers

UNCLASSIFIED

- **Curriculum**
- **Majors / Warfighting Minors**
- **Air, Space, Cyber Mindsets**
 - **Connect USAFA Institutional Outcomes to the needs of the USAF and USSF**
 - **Develop Cadets' fundamental understanding of air, space, cyber domains**



External Stakeholder Input



USAFA / DF Curriculum Development Process



Integration Across Curriculum

Mindset Framework			
Elements	Air	Space	Cyber
History	4°	4°	4°
Missions / Orgs / Jobs / Effects	3°	3°	3°
Doctrine / Theory	3°	3°	3°
Relationships (Joint, etc.)	3°	3°	3°

Implementation

- History 100 Core (4° year)
 - History of Air, Space, Cyber as warfighting domains
- Military & Strategic Studies Core (3° year)
 - Focus on Missions, Doctrine, Theory, Joint Relationships, etc.
 - 20 lessons (add'l course credit) on top of MSS 251 Core course
 - Overviews, capabilities, and case studies informed by Operational SMEs
- Phasing
 - Class of '28 (~100 cadets) test all mindset content AY25-26
 - Scalable for '28 beginning Spring 2026, '29 in Fall 2026

Benefits

- Develop cadets' fundamental understanding of the air, space, and cyber domains
- Develop cadets' awareness before milestone USAFA choices (commitment, jobs)
- Create cadet fluency in operational concepts to accelerate mission readiness
- Connect cadets' USAFA experience across all Major Unit activities

DF & USAFA's Top 3 Priorities

Warfighters to Win

- **10 Warfighting** minors
- Multi-Domain Lab, Cyber City
- Warfighter-focused Research
 - Bunker Infiltration Robotics Patent
 - cUAS for AFCENT
 - Portable blood warmer for AFSOC

Leaders of Character & Quality

- 4-year Leadership Curriculum
- Capstone courses develop leadership through real-world cross-organizational challenges
- 3 Leadership Minors
- 11 Competitive Teams
- International Immersions & Semester Exchanges

Critical Thinkers to Adapt

- 70 Patents
- 238 Cadet research presentations & publications (AY 24-25)
- #1 funded undergraduate only research program
- Martinson Honors Program & Wicked Problems
- 24 research centers focused on Cadet learning & thinking

Warfighter-Scholars Developed Through Core Curriculum and 9 Institutional Outcomes



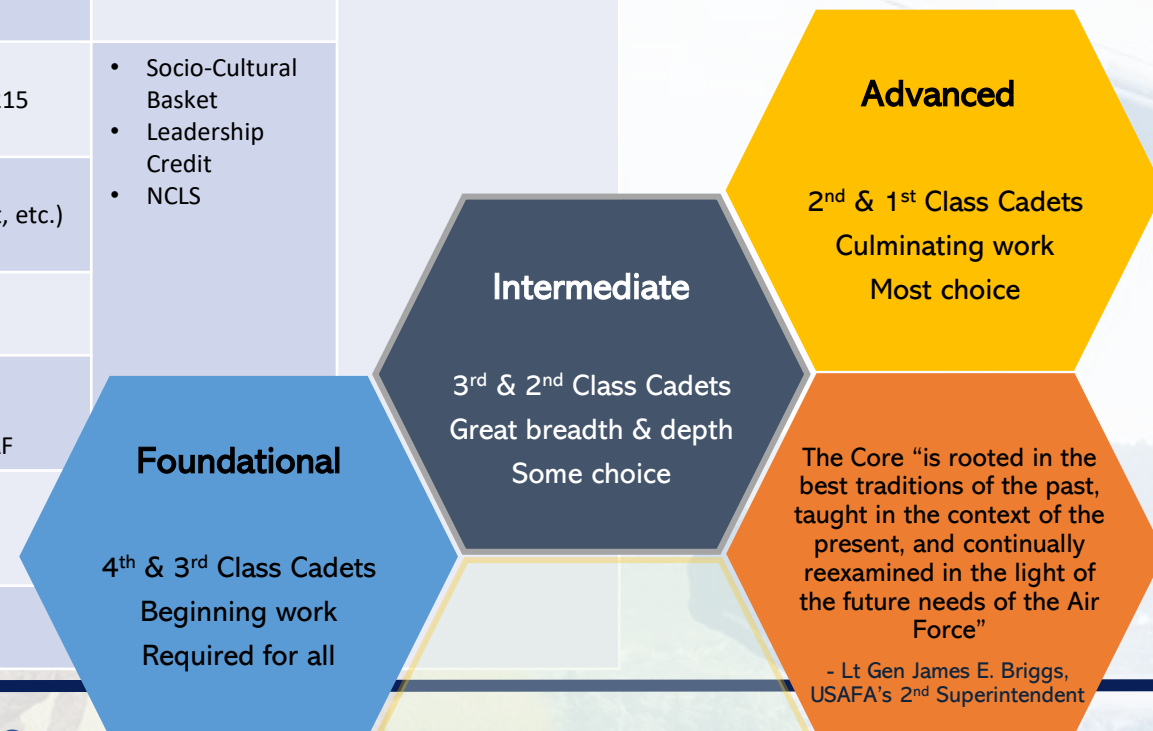
*Since 1994, mil training no longer receives academic credit hours

Academic curriculum & research intentionally designed to educate & inspire warfighter-scholars

The Core: Our Institutional Foundation

Outcome	Foundational	Intermediate	Advanced
Critical Thinking	• Econ 211	• Law 220 • Math 300/356/377 or Beh Sci 231/332 • Major's Courses	• Major's Courses
Clear Communication	• English 111	• English 211/212 • CE 300 • Speaking Certificate	• STEM Basket • Open Academic Basket
Application of Engineering Problem Solving Methods	• Mech Engr 220 • Comp Sci 110	• Astro Eng 310 • Aero Eng 315/316 • ECE 215/315	
Scientific Reasoning and the Principles of Science	• Math 141 • Chem 100 • Physics 110	• Math 142/152 • Pick 2: Chem 200, Phy 215, Bio 215	• Socio-Cultural Basket • Leadership Credit • NCLS
Ethics and Respect for Human Dignity	• Beh Sci 110 • Mil Tng 100 (BCT) • CE 200	• Philos 310 • Human Relations (SAPR, Respect, etc.) • C&L 400	
The Human Condition, Cultures, and Societies	• For Lang 131	• History 300 • For Lang 132	
National Security of the American Republic	• Pol Sci 211 • MSS 251	• Econ 201 • Soc Sci 311 • Mil Tng 201/300/301/351 Ops AF	
Warrior Ethos as Airmen, Guardians & Citizens	• History 100 • Phy Ed 100-315 • Officership 100 & 200	• MSS 251 • Phy Ed Electives I/II • Officership 300 & 400	
Leadership, Teamwork and Organizational Management	• Leadership 100 • Leadership 200	• Leadership 300 • Leadership 400	

- 29 Academic Courses
- 10 Physical Education
- 98 Semester Hours
- Cadet Wing 47-month plan & Commissioning Education



Depth and Breadth of Experience

Our 30 Majors add Depth & Expertise

Engineering

Aeronautical Eng.
Astronautical Eng.
Civil Eng.
Comp. Science
Cyber Science
Electrical & Comp. Eng.
Mechanical Eng.

Humanities

English
History
Philosophy
Humanities

Basic Sciences

Biology
Chemistry
Math
Physics

Social Sciences

Behavioral Science
Economics
Geospatial Science
Legal Studies
Management
Military & Strat Studies
Political Science

Interdisciplinary

Data Science
Foreign Area Studies
Meteorology
Operations Research
Systems Engineering

Our 21 Minors add Breadth

Warfighting Minors

Nuclear Weapons &
Strategy
Quantum Technologies
Robotics
Space Warfighting
Sustainability

Leadership Minors

Philosophy
Pre-Health Professions
Religion Studies

Warfighting Minors

Aerospace Materials
Airpower Studies
American Studies
Global Logistics Mgmt
High Performance
Computing

Language Minors

Arabic
Chinese
French
German
Japanese
Portuguese
Russian
Spanish



Warfighters - Leaders - Critical Thinkers

Department of Athletics

Mr. Nate Pine
Athletic Director

Ms. Jennifer Block
Executive Director of Athletics

- **Intercollegiate Sports**
- **Advanced Warfighter Physical Education**
- **PFT/AFT Standards Update**



Advanced Warfighter Physical Education

- Advanced Water Survival
- Rated Physical Readiness
- Close Quarters Battle Combatives
- Advanced Warfighter Capstone



- **PFT - 5 event test, 2 min per event, 1 min rest**
 - To Pass: Cadets must meet minimum in ALL events
- **AFT - 1.5-mile run**
- **Cadets who do not meet the minimums on every event but have at least a 2.0 PEA are placed in the Fitness Improvement Program (FIP).**
- **Cadets who have a cum PEA <2.0 will be placed on Athletic Probation and enrolled in RECONDO.**

EVENT	MALE		FEMALE	
	Min	Max (100 pts)	Min	Max (100 pts)
Pull-ups	5	21	1	8
Long Jump	6' 00"	8' 08"	5' 00"	7' 02"
Crunches	40	95	40	95
Push-ups	30	72	13	48
600 Run	2:45	1:35	3:00	1:53
PFT Total	200 pts/D	500 pts/A	200 pts/D	500 pts/A
AFT 1.5 mile	12:25 (200 pts/D)	7:45 (500 pts/A)	14:17 (200 pts/D)	8:55 (500 pts/A)

Resourcing USAFA

Col Ahave Brown
10 ABW Commander

Warfighters - Leaders - Critical Thinkers

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- **BOS-I-USAFA**

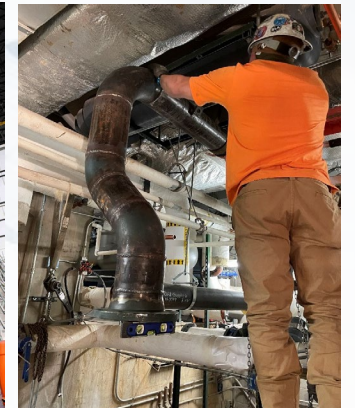
- **Taking a data-driven approach to applying the existing resources towards life-cycle maintenance/modernization to extend the lifespan of critical infrastructure across this installation.**
 - **Training Modernization**
 - **Academic Enhancements**
 - **Infrastructure Maintenance**

Major Construction:

- **Madera Cyber Innovation Center: OPEN**
- **The Hosmer Visitors Center at True North Commons: Exhibit build-out/ATFP standoff under way. ECD: May 2026**
- **Cadet Chapel: Work continues w/fire-proof coating, installing weather-proof panels, reinstalling organ & basement mechanical equipment. ECD: 2028**

Upcoming Major Projects- Fix USAFA 2.0

- **SCHEDULED**
 - Renovate Sijan Hall, Phase 1. Award=FY26/Q2
- **PLANNING EXEMPLARS:**
 - Space Education Center
 - Repair Central Heat Plant
 - Additional SCIF Space
 - Outdoor Training Facility (Military and Athletics)
 - Aero Lab
 - Baseball Stadium



Admissions

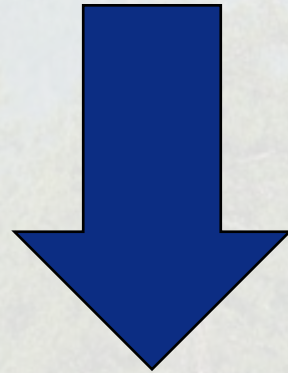
Col Candice Pipes
Director of Admissions

Warfighters - Leaders - Critical Thinkers

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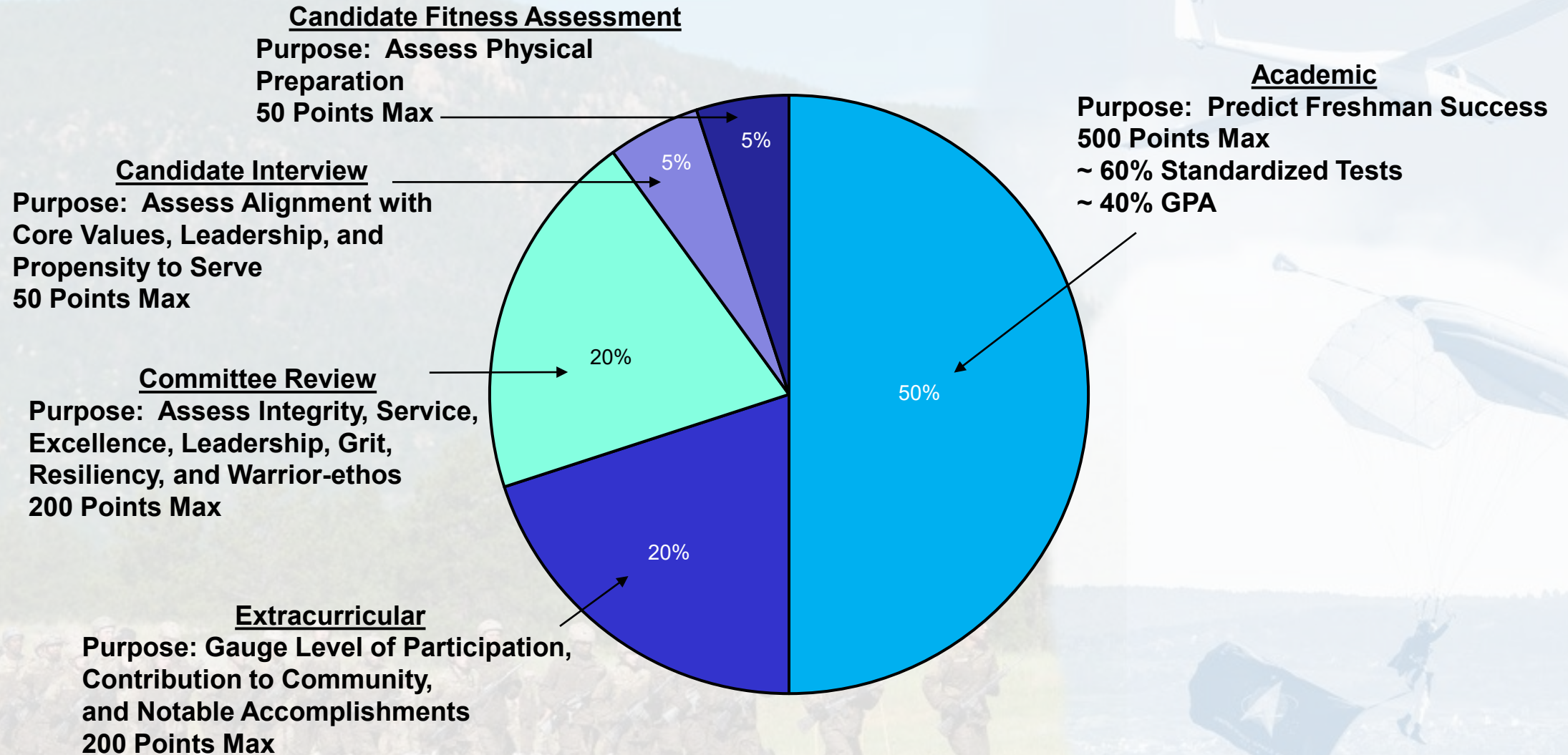
Basic Admission Steps

- Academically Competitive
- Medically Qualified
- Physically Qualified
- Official Nomination



ELIGIBLE to Compete for an Appointment

Selection Composite (1000 Point Max)



Nomination Types

- **Congressional**

- U.S. Representative
- U.S. Senators
- Vice President

- **Military Affiliated**

- Presidential
- Children of Deceased and Disabled Veterans / Missing in Action
- Medal of Honor
- Department of the Air Force Regular and Reserve Components
- Honor Military Schools / Air Force Reserve Officer Training Corps
- USAFA Superintendent
- Legal authority for USAFA to offer a candidate an appointment
- Nominations are only good for one year
- A separate nomination is required for each service academy application
- Prep School Cadet Candidates & Falcon Scholars must receive nomination for entry



Nomination Types

■ Congressional

■ U.S. Representative

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■ Vice President

■ Military Affiliated

■ Presidential

■ Children of Deceased Armed Forces

■ Medal of Honor

■ Department of the Air Force

■ Honor Military Schools /

■ USAFA Superintendent

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■ Prep School Cadet Candidates & Falcon Scholars must receive nomination for entry

Military Affiliated
2%

Prep/Falcon
5%

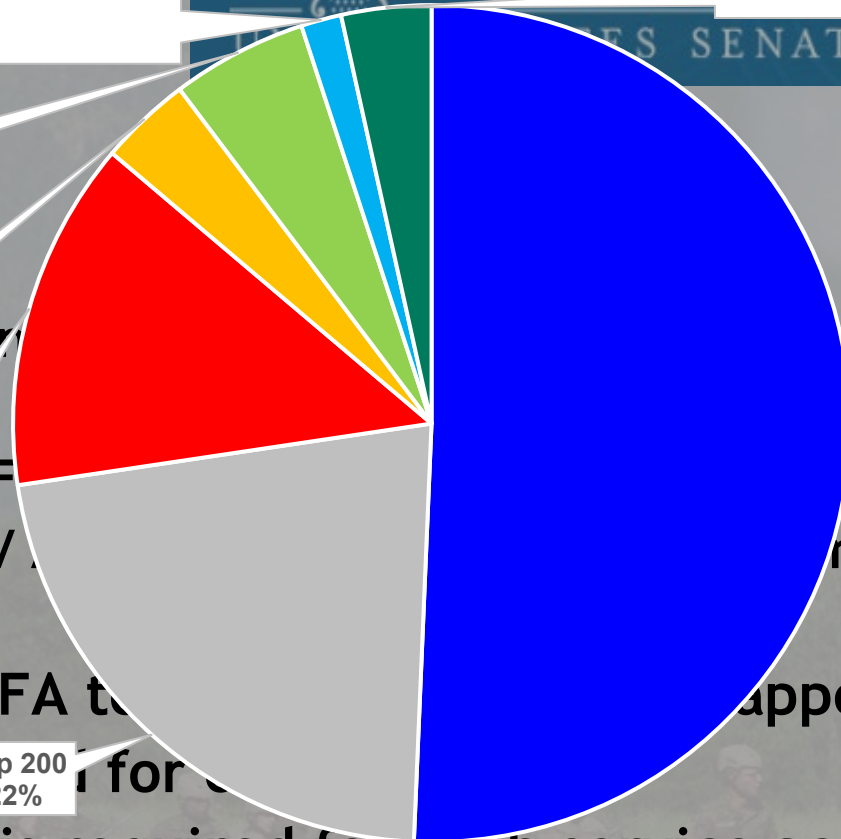
LEAD
4%

Athletes
13%

Top 200
22%

Additional Appointees
3%

Congressional Winner
51%



Class of 2029 Profile

- **1,112 Appointees**
 - (includes 12 international students)
- **55% in top 10% of high school class**
- **85% in top 25% of high school class**
- **82% H.S. varsity letter winners**
- **JROTC (15%) / CAP (12%)**
- **28 non-medical waivers**
(down from 110 for class of 2028)

USAFA Prep Class of 2026 Profile

- **229 Cadet Candidates**
 - 91 Blue-Chip athletes
 - 37 LEAD candidates

Falcon Foundation Scholarships

- **50 Falcon Scholars**



Superintendent's Closing

Lt Gen Tony Bauernfeind
USAFA Superintendent

Warfighters - Leaders - Critical Thinkers

UNCLASSIFIED

BREAK

Public Comments

Dr. Raquel Rimpola
Designated Federal Officer

Action Item Review

Capt Daniel Cassidy
BoV Executive Secretary

Open Action Items

Item	Recommendation	Category	
1	<u>SAPR Budget and Resources</u> - 2018 Provide financing status update	Resource	
2	<u>Space Education Center</u> - 2022 Provide plans/funding update	Resource	
3	<u>Military Professor Copyrights</u> - 2022 Provide status on securing copyrights by military professors	Curriculum	
4	<u>Update on Strategy for the Prevention of Harmful Behaviors</u> - 2024: encapsulates Let's Be Clear Campaign. Climate Transformation Task Force efforts	Climate	
5	<u>Update on USAFA's Progress in Response to SECAF's direction for Re-optimization</u> - 2024	Resources	
6	<u>Update on BOS-I-USAFA</u> - 2024 Establish BOS-I-USAFA as a new framework to improve AF's oversight on USAFA's focus on most important issues of health and safety.	Resources	

New Action Items

Item	Recommendation	Category	
1			
2			
3		Integrity First Service Before Self	
4		Excellence in All We Do	
5			
6			

Closing Remarks









Rep August Pfluger
BoV Chairman

Board of Visitors

7 August 2025

Additional Materials

Cadet Wing Development Across 12 Months

Focus:	Leadership Development & Practical Experiences	Leadership Development – Commissioning/ Character Leadership Education	Intro to Warfighting/ Readiness Skills	Expand on Skills	Integrate Skills	Upgrade Training to Next Level of Responsibility
1°	Cadet Officer: Leaders & Commanders 	Summer Cadre Leadership for: <ul style="list-style-type: none"> BCT/CST Azimuth Soaring/Jump Instrs Summer staff 	Both Semesters CE / CL 400 <ul style="list-style-type: none"> Organizational Leadership Developing Organizations Joint Ethics Resource Management 	Fall Semester LOE 1: Leadership Development (Follower, Supervisor, Team, Unit, A Staff, Special Staff)  Practicing unit and staff leadership; understanding unit culture, risks, and resources; articulating CC's intent/vision	Spring Semester Upgrade Training <ul style="list-style-type: none"> Prepare for Commissioning as 2Lt's: <ul style="list-style-type: none"> Learn about DAF Systems, OPBs, PCS process, finances, & life outside USAFA 	
2°	Cadet SNCO: Team Leaders 	Experiential Learning: <ul style="list-style-type: none"> Ops AF/SF Cadet SNCOs for BCT/CST/summer staff Soaring/Jump Upgrade Cadet Warfighter Instructor Course 	CE / CL 300 <ul style="list-style-type: none"> Principles of Negotiation Developing Ideas Profession of Arms Emotional Intelligence Conflict Management 	 Practicing team leadership including harnessing talents of individual mbrs of team; articulating risk / resource needs  Practicing supervisory skills; providing feedback to subordinates; making corrections on standards; exploring accountability tools	<ul style="list-style-type: none"> Upgrade to Cadet Officers: <ul style="list-style-type: none"> Learn about mission command, effective comms, staff mgmt, risk mgmt, & CC's intent Upgrade to Cadet SNCOs: <ul style="list-style-type: none"> Learn about enforcing standards, leading teams, risks, resources & change mgmt 	
3°	Cadet NCO: Supervisors 	Continuation of Core Training: <ul style="list-style-type: none"> Combat Survival Training (CST) Soaring/Jump Azimuth (USSF) 	CE / CL 200 <ul style="list-style-type: none"> Interpersonal Leadership Effective Feedback Developing Others Accountability Adapting to Change 	 Learning / acclimating to the Profession of Arms; honing discipline; attention-to-detail; mil bearing; lifting teammates	<ul style="list-style-type: none"> Upgrade to Cadet NCOs: <ul style="list-style-type: none"> Engage in frontline, engaged supervisor training; learn motivational/discipline tools 	
4°	Cadet Airmen: Followers 	Development of Basic Skills: <ul style="list-style-type: none"> Basic Cadet Training (BCT) 	CE / CL 100 <ul style="list-style-type: none"> Leader of Character Developing Self Professional Relationships Code of Conduct Military Communication 	LOE 2: Warfighter Proficiency (Learn, Provide Corrections, Instruct, Oversee Unit Training) <div> <div> ★ Acceptance Day Ph 1 <ul style="list-style-type: none"> Active Threat Response Survive, Evade, Resist, Escape (SERE) Tactical Combat Casualty Care (TCCC) Basic Comms </div> <div> ★ Fall Exercise (Oct) <ul style="list-style-type: none"> Comprehensive Airmen Fitness Chemical, Biological, Radiological, Nuclear (CBRN) </div> </div> <div> <div> ★ Winter Break End Phase 1/Begin Phase 2 <ul style="list-style-type: none"> Cross Cultural Communication Explosive Ordnance Hazard Small Arms Integrated Defense (ECP Procedures, Fighting Positions) </div> <div> ★ Spring Exercise (Apr) Recognition / Promotion (May) <ul style="list-style-type: none"> Prepare for Graduation Prepare for Summer Program Leadership Continue Upgrade Trng </div> </div>	Graduation	