

# Securing, Managing Resources

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## Strategic Goal #7

In April 2004 the Air Force Academy was added to the National Register of Historic Places. The beauty of the Academy is certainly the reason it received such an honor, however, the age of the Academy also had a part. After all, it is a list of historic places.

The seventh strategic goal of the Air Force Academy is focused on addressing issues that stem from the age of the Academy. The goal is to secure and manage resources and seeks to “obtain and manage resources for our mission activities by maintaining effective institutional investment strategies and management processes.”

Among other things, the three objectives of the goal target garnering donor funds for Academy programs, maintaining and repairing the Academy’s infrastructure, and developing and improving the infostructure capabilities.

Through garnering donor funds the Academy is able to conduct margin of excellence programs above and beyond what the Department of Defense and Air Force budgets for.

“Donor funds are extremely important for the Academy,” said Nancy Burns, chief of development and alumni programs. “Without the generosity of our donors, many cadet programs could not otherwise be funded.”

Programs funded through donors include some Center for Character Development programs, cadet clubs, athletic programs including intramurals and extramurals, academic programs such as Unmanned Aerial Vehicles and the military history symposium, and the class exemplar program, to name a few.

Donor funds are expanded beyond cadet programs to better the entire Academy as well.

“Through private donations, the Association of Graduates built and gifted to the Academy the memorial pavilion

at the cemetery, giving us a beautiful facility in which to conduct the graveside cemetery portion of a funeral,” Ms. Burns said.

To facilitate these programs the facilities must be modern and in good working order. To ensure this, the 10th Civil Engineer Squadron developed “Fix USAFA,” a program designed to repair a nearly 60-year-old installation.

“‘Fix USAFA’ was started in the fall of 2005 and is a kick-start program to bring the Academy up to a 21st century installation,” said Jim Mitnik, chief of plans and programs, 10th CES.

“Through this program we will fix breakdowns of an infrastructure that was built in the 1950s and 1960s. The bottom line – without infrastructure, the mission to train and educate cadets doesn’t happen.”

So far the program is going well. “We actually did twice as much [in fiscal year 2008] as we expected,” Mr. Mitnick said. “We expected to execute about \$40 million in projects. At the end of the year, we actually executed about \$80 million.”

Projects currently underway include a complete modernization of the Cadet Gym, remodeling of Vandenberg and Arnold halls and a modernization of the lectinars and lecture halls in Fairchild Hall. In addition, work will begin in the near future to upgrade the Cadet Library to a library of the future, focusing on the cyber needs of a 21st century educational institution.

The athletic facilities are a particular focal point for modernization. “In order to stay competitive at the Division-1 level with the people we are competing and recruiting against, we have to keep our facilities at the cutting edge,” said Director of Athletics Dr. Hans Mueh. “For example, Ohio State has 25 teams, about 660 athletes. We have close to 1,000 athletes in our 27 teams. They run a \$109 million budget. We run \$25 to 27 million. We are even down at the

lower end of our own conference and that’s who we are competing against.

“But we have a great team in place here, especially in the 10th Air Base Wing,” he continued. “The civil engineers and the contract employees we have keep us looking sharp. They keep the lights on and the scoreboards lit. We put on more than 300 athletic events a year, nearly one a day, and you can’t have a scoreboard misfire or the lights go out in Clune Arena or the sound system go down in Falcon Stadium. It’s phenomenal what they do!”

Finally, the goal seeks to develop an enterprise architecture to manage, forecast and deliver the infostructure capabilities. Although an enterprise architecture is often associated strictly with information technology, it relates more broadly to the practice of business optimization.

“It’s not just hardware, systems, networks, etc.,” said Richard Mock, the Academy’s chief information officer. “It’s also the processes, data and the people who run them.”

“Currently we are establishing where we are to find a baseline to develop the architecture for our current systems,” he continued. “Then we can develop where we want to be and build the road map to where we want to be in the future.”

To establish this baseline an Information Technology Management Board and IT Working Group were stood up to manage and govern the Academy’s IT enterprise.

“The ITMB and ITWG are doing great things to establish the policies for the MIL and EDU networks,” said Col. David Gibson, director of communications and information. “Through them we continue to evolve and refine the MIL / EDU network split. This will enable us to modernize and improve our existing systems.”