

"Developing Leaders of Character"

Lieutenant General Michael Gould

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Lt. Gen. Gould: Thanks for coming today. We're really excited to have an opportunity to speak here at AFA. It has been quite a while, I understand, since the Academy has gone out to speak in a venue like this. And I think it's important for a couple of reasons.

One. Let me just kind of give you my take on the Academy as I found it; and I've watched from afar over the last couple of years.

Most of you are aware that we suffered some times with bad publicity with our sexual assaults, sexual harassment, the religious intolerance, and the different things that were going on.

My predecessor did a great service for our Academy by kind of stabilizing the ship, and really got back to basics. Part of the strategy was to -- Realizing that any news that was getting out about the Academy at the time was bad news, we kind of went cold mic in a lot of different ways.

And while that was happening, we did a lot of good things to get things stabilized and get on the right vector; some incredible work in strategic planning. Things based on -- they lined up outcomes, desired outcomes for the cadet wing, aligned them with the Air Force outcomes and really have us going on a good vector right now.

So when, in fact, Chief Salzman, Todd Salzman, stand up for a minute, please. My Command Chief is brand new here also. We've both been there about three months. Chief, thanks for being here today.

But when we got there, what we realized was there is so much good news coming at our Academy that we figured it's time to go tell that story. And along with telling the story, we've been out to hold several editorial boards with publishers; not to give them stories, necessarily, but to establish relations with the *Gazette* there in Colorado Springs, and we're going up to Denver to the *Post* next week.

But the idea is to let them know that we appreciate their support. We're a part of the community, and what they

really need to know is that there are 4,400 cadets that are doing some marvelous, marvelous work. And we admit to them in these sessions that, you know, you get that many young folks around at a university setting and there will be times when things flare up.

We will have more problems. It might be honor. It might be a sexual thing. It might be religion. I don't know what it's going to be, but there will be flare ups.

And our story is, rest assured that when these things happen, the leadership and everybody at the Academy takes ownership for these issues, and we want, as much as anybody, to stop the behavior, and we will, in fact, stop it.

And then we get on with all the other good things. Out of one of these sessions, it was pretty interesting, one of the editors down there at the *Gazette* said, well do cadets ever have any fun? You know, all we ever see, it seems like we just go out there and we cover the, we see the heads getting shaved on the first day of Basic Training and then you take us to Jacks Valley and you see guys crawling around in the dirt and the dust and everything, and do they have any fun at all? You know the light went on, and it's our fault that we haven't been telling them and showing them.

Some of you maybe, if you haven't seen the guys and gals in Section 8, these are the folks that carry on at the ballgames and all is good-natured respectful fun, but these guys are as rowdy as anybody, and so we're plugging the Section 8 team into the -- some of these reporters. There are so many good news stories, and so that's our effort to get those out. And again, that's why I'm glad we're able to be here today to talk to you a little bit.

When I think about overall impressions of the Academy, I've commanded a lot of different units. And those of you who have commanded at whatever level know that the way we get our job done in the Air Force is to take care of our people and specifically to take care of our Airmen who are out there getting the job done.

And you know you do that; whether you're a flight commander or a squadron commander or a group or wing or numbered air force. If you're taking care of the Airmen who are doing the mission, they're going to just do it harder and better every single day.

And I think about my time at the Air Force Academy as a cadet. Paula and I have two boys who both went through the Academy. And we've been involved for many, many years, but

I never felt as a cadet that somebody was really taking care of me. And as I've watched, I don't know that we have that mindset of taking care of the cadets quite like we take care of our Airmen who are fixing airplanes, who are running the mailroom, who are doing our acquisitions or whatever it is.

So we have tried to establish that mindset that the cadets are our mission. We wouldn't be there if it wasn't for the cadet wing, and our mission with them is to develop them, and I don't say build them, but develop them into leaders of character who can go out and lead our Air Force, who can go out and lead in the corporate world, who can go out and lead across this city here in Washington in all kinds of different ways.

So developing these leaders is our mission and that is the only reason we have an Air Force Academy. We have to remind ourselves of that. I served back there as a captain and, like I said, I've been around the Academy for quite awhile, and I've heard the statement from maybe some of the airbase wing folks. It's a full-up Air Force base and you've got to do all the services and everything you do for the base, but I've heard the statement, you know, if it wasn't for these dadgum cadets, this would be a pretty nice place to work. [Laughter].

And we're knocking that off, because if it wasn't for those cadets we'd all be working somewhere other than Colorado Springs. So while we enjoy the splendor of the mountains and everything there is to do out there, there's one reason we're there and that's the cadets. We've got everybody focused on that right now.

And we have a tremendous team in place to do that. The 10th Airbase Wing Commander is Colonel Rick LoCastro. I don't know if you know Rick, but he has been in the mission support arena for about nine straight years. So this guy is focused on what it takes to support a mission and is doing a phenomenal job. And his whole team is doing great with that.

Chief Salzman has been invaluable for me with his experience. He came from 13th Air Force, where he was the Command Chief, and so he is able to get down and help remind people what that mission is all about.

Our Commandant of Cadets right now is Brigadier General Sam Cox, and I think I've worked with a lot of great officers in the past but none that I've really connected with in the way -- we think alike in a lot of ways.

General Cox will tell the story about when he was a -- he says, I'm really glad I'm here because when I was a cadet, Sam would say, he was a firstie and one afternoon after lunch he was getting ready to go down to the gym or something, and his AOC, and he reminds me that his AOC was a classmate of mine.

But this AOC came in and wrote him up for having water in his sink. And Cadet First Class Cox had had enough, so he kind of took on his AOC and you know who won, but Sam said, Sir, I just don't get it; I've got a little water in my sink because I just washed my hands and I'm getting ready to go down to my next event. And the AOC got on him and said, Cox, you don't get it; you're never going to make it through this place and if you do, you're going to be a terrible officer.

And Sam said, but Sir, my dad served 28 years in the Air Force and I've lived my whole life in an Air Force family and I know that what you're telling me here doesn't represent what I'm going to have to do on active duty.

Well, they had a standoff and Cadet First Class Cox lost and he graduated. He says his GPA his senior year was 4.0, or in the first semester he had a 1.7 and the second semester he had 2.3, so he figures he -- [Laughter].

But Sam Cox is my kind of guy. He believes in leading these cadets from out in front. He believes in having fun but holding to standards. And that's exactly what we're doing over time.

How many of you are Academy grads? Probably a bunch.

Over time things have changed obviously, but I'll tell you right here it is still very, very rigorous. It's a tough program -- academics, military, and athletics. It's extremely demanding, and we will not lower the standards one bit throughout any of this, and we'll hold to the standards, and those who try and can't meet the standards, we'll shake their hands and tell them thanks for their service and send them home. But I'll tell you that's a firm thing for us.

We are having a lot of fun out there. Our Dean is Brigadier General Dana Borne, class of '83. Dana has been there for about five years and is just doing some amazing things.

Most recently they got the tenure accreditation -- Mark, what was the body? North Central Association did a year-long study on everything we're doing academically and

gave them a ten-year free pass, if you will.

They looked at every bit of curriculum development, what it is we're teaching and how we're doing it, all based on learning. It's not how well you teach, it's how well those cadets learn.

And the methodology she uses in the -- and everything has been validated in this accreditation, which is -- it's something that doesn't happen very often.

So the faculty now is -- they're going to take a 10-year sabbatical and figure they've got it made. [Laughter].

Not really, but let me just tell you a couple -- some of their rankings. Some of you have seen this in various magazines. The *Princeton Review* calls them the top one percent in professor availability to students for the fifth year in a row. All right.

And I've been reading a couple of things about undergraduate education around the country, and this is one of the real problems. At the undergraduate level, most students will go into a class and the classes will be large, much bigger than this, sometimes three, four, five hundred people, and there'll be a grad assistant doing the teaching, probably reading the notes from the previous year.

In our classes, as many of you know, it's about a one to eight ratio, and the availability of these instructors for our students is, like I say, it's as good as anywhere in the country. We are success oriented, and the idea is that if a student needs help, that instructor will make himself or herself available to do that.

Let's see, I told you *Princeton Review*. *Forbes* just rated us as the seventh best college in America. Of course, I think West Point was number one in that particular --

Audience: [Inaudible].

Lt. Gen. Gould: Yeah, I figured General Shaud would remind me. [Laughter].

So here we are, seventh best in the country and my phone starts ringing from some of my good friends saying, why are you guys slacking? Army's number one. But the point is we've got an extremely rigorous and well-validated academic program that makes us all proud.

And then down in athletics, Dr. Hans Mieu, Brigadier

General (Ret.) Hans Mieu is the Athletic Director. We have 29 varsity sports, and when you think about a population of about 4,400 cadets and that we're able to run that many sports and do as well as we do across the country, it says an awful lot.

Those cadets who are not considered intercollegiate cadets are all athletes. We still have a full slate of intramural sports. They break them into fall and spring. Some of you may remember three seasons' worth. But it's still fun and it's still demanding.

Just last week, I went down and watched the physical fitness test, which is basically the same thing we all went through; pull ups, pushups, long jump, sit ups and then a 600 yard run. And just like the Air Force has struggled a little bit with how we're going to administer these tests, the Academy has this down to a science and it's all coaches and athletic department people who do all the counting on everything. Very rigorous, and I watched these guys go out and run the thing and it's impressive to see them do it.

Now we had a little issue. Our opening football game two weeks ago was against Nicholls State. I keep forgetting the name because guys were saying to me, who are you guys scheduling anyway.

But Nicholls State is a small school from Louisiana and they were over-classed a little bit, and they were real tired too, because they couldn't breathe. But we had a big win, if you saw it, 72-0, and the pushups -- you know we've got a brigade of cadets that comes down, and they did 429 pushups during that ballgame. Chief Salzman did about half of them and then I called him up to the box because --

So the week after that game is when they were taking their fall PFT. And so I go to the Commandant and the Athletic Director and say, hey, how about giving these hundred kids who did all those pushups credit.

Well of course there's a system, there's a process involved here. They don't know it yet, but they're all going to get credit for max pushups during that test. But they're having fun out there and, again, back to the message that the media is asking, do you ever have any fun, and the answer is absolutely. And some remarkable things are going on.

Now some of you will remember the thunderstorms in the afternoons. You know in the summertime, just about every day it builds up and you get -- we had a lot of that this

summer. More rain than I had remembered in the past, and every day there was just a violent storm, thunder and lightning.

Paula and I were talking about this, and it reminded us of when our son, Bart, who was born there at the Academy in '81. So he was about three years old, and we were getting one of those big nasty thunderstorms and everything; the lightning was hitting and the thunder was going off, and it was time for Bart to go to bed. So we were in there saying his prayers and tucking him in and all like that and he said, Mommy, can I sleep in your room tonight? And Paula said, no Bart, your daddy's going to sleep in my room. And Bart's chin was quivering and everything and he goes, the big sissy. [Laughter].

So we think about the fun things that we -- we watched our kids grow up. And we think about how our family has gelled. Paula is a retired Air Force colonel. She spent about 25 years as an Admissions Liaison Officer at the Academy, so she knows an awful lot about our processes and how we do things.

What we are trying to portray here to the cadets and our whole staff is doing this, because there are a lot of questions when young people sign up to do something like this. But we want them to know that you can have a great family life in this business. And we talk a lot about it but, more importantly, we try to show it because these are questions that go through young people's minds.

So let me go back to the idea of developing leaders of character. And I say developing rather than building, because when I think about building, you're starting from scratch and you've got to turn somebody into something else. But we are developing these leaders, because they come to us with some incredible credentials.

And we're only going to be as good as our recruiting efforts to bring them in, so it all starts with our Admission Office. Colonel Chevy Cleaves is the Director of Admissions, and he's doing great work and he has a really good team that's out there doing that.

In fact, one of the efforts that's underway right now - - we did the first one last week up in Minneapolis just this past weekend -- Academy Day Forums. We're going to tag them on to each of our away games during football season and then we'll do likewise when we get into some other cities in the basketball season.

But this thing in Minneapolis, we went out and beat the bushes in about three or four states around the area and tried to get into the inner city to bring some people to learn about the Air Force Academy; people who might not have otherwise known anything about it. What we're really trying to do is target an audience to bring in some people who are maybe not exactly like we are.

Diversity is important in many ways. And there are no targets out there. I don't have a quota, and that's not what it's about.

It's about trying to bring in a group of highly qualified young people from all walks of life, whether we're talking about race or religion or culture or socioeconomic background or, for any of you heard -- How many of you were in here last session for Chuck de Caro's pitch? You know, what I got out of this is we probably need to go out to Hollywood and start going after some of these kids who maybe think about television and video and how we can, because here's what we're trying to do.

We recognize that we've got a joint interagency coalition hybrid war going on, and we don't know what the next one's going to look like. But if we bring in to our Academy the same types of people every year, year in and year out, high scores in engineering and math, and we're all the same, are we really going to be thinking, like [Doohay] says, about that next war.

So we're going to work even harder on this, but the class we brought in this year -- 1,368 freshmen -- we were at an all-time high for diversity; 23 percent were minorities. We brought in 20 percent women, and we think we have a pretty well-balanced class.

And we had quite a successful Basic Training; 3.9 attrition in Basic Training this year, which is the lowest in memory. I think it was an all-time low. Do you remember? I believe that's the lowest just through the Basic Training. We still have a little over 1,300. Again, that's not because we're making it any easier; it's because we're focusing on a success-oriented program.

But the class that's in there is doing great. We sent out 1,046 graduates last May, and as we work through this, I'll share one more of my real gut feelings about our Academy, what it is we're trying to do here.

I've seen too many cadets, 2nd lieutenants actually, drive out of the Academy and they are just full. They're

full right up to here. They've had about as much of this as they can take and they drive away from the place thinking I'm so glad I'm out of here. They feel the satisfaction, but their thought is, I'm not going back.

And some of you, I think, might even admit that you were that way. Thank goodness it's over; I'm never coming back. And I think if we're doing our job of building leaders of character for our Air Force, we're doing something wrong if folks are driving away in that mindset.

Now at the five-year, ten-year fifteen- and twenty-year reunions, for sure, you have a change because folks have been away from school for awhile and they come back and they tend to reminisce a little bit more and you see a lot more folks writing articles and giving talks and things about what their Academy did for them. But what I say is, we shouldn't have to wait fifteen or twenty years till we get that institutional pride, so that when you throw that hat in the air you know that you've accomplished something special and you want to give back to that school from day one.

I had the doolie class in there; they weren't doolies yet, they were basics on their third day in Arnold Hall. We got them all in there, and you know they're just scared to death and they don't know who this guy is, you know, but they say, Ladies and Gentlemen, the Superintendent, and they stand up.

Have a seat guys, I said, how many of you guys are Ohio State fans. And I get a few of the Ohio kids, you know, go Buckeyes. I said how many Southern Cal Trojans do we have out here. And there are the California guys, and they're all sitting over in the back. How many Florida Gators, you know, and so these little pockets are popping up, and I went all around the country. I hit each conference. I said how many West Point fans, and they bood. [Laughter]. But then I said, hey guys -

[Audience response].

But you say, how many Air Force Falcons fans are you? And there's kind of a little -- they kind of go, hey, that's us, that us! Pretty soon they're all out there and they're getting up and, yeah, go Falcons. And that's what it's about. We need them early to start buying into this school pride, and we'll make it. The harder you make it, I think, the harder, the more they're going to love the place.

We've got to fill in the white space with activities and the same respect for their need for some private time,

but build that institutional pride to a fanatical level so that when they drive out the gate, they can't wait to get back and start ordering their tickets for the next season or figuring out where they can help with donations and the like.

So that's what we're going after at our Academy, and I'm excited about it. And we've got a whole team that's doing some amazing work to help with that. So we talk about -- We bring in a good class of really highly qualified people and then we run through our programs in order to develop that pride.

Let me talk to you just briefly about a few of the programs that we are bringing back. The [Siri] program that many of you will remember, we went away from the resistance and all like that a few years back. We brought it back this year, not to a level where Fairchild will give full credit for it, but the old [Siri] compound that's out there, you'd still recognize it; that is, if you pulled your sack up ever to look at it.

But it's modernized, and the problems we had when the program went away a few years ago had to do with at least alleged issues with unfair treatment, a little abuse here and there or something, but now nothing happens inside that compound without it being videotaped and recorded, the audio. Every single thing.

And it's the experts from Fairchild who are conducting the training. Our cadet cadré assists on the fringes, but the program itself is being run by General Lorenz's folks from Fairchild. And they are incredible. Their professionalism is just unmatched, and we've really been impressed with that. We aren't getting all the new third classmen into that program yet; it'll take a few years to catch up scheduling.

We're also doing the Global Engagement Program, which is expeditionary mindset. It's all about learning everything that goes on out in a bare base to -- there's chem warfare training, and a lot of these things that a lot of us, we kind of learned on the fly when we got out in this environment. But global engagement is going well.

There are two programs we're really excited about. You know we lost our flight screening program a couple of years ago, but thanks to our friends at AETC, we now have a powered flight program back at the Academy.

We're flying the single-engine Diamond aircraft; DA-40 is its designation. The T-52 -- and I'm proud to say you're looking at the newest T-52 Instructor Pilot in the Air Force. I had to pass my check ride Thursday before I could go to Minneapolis, so I had some motivation to get through that.

But the program is really good. It isn't part of the screening pipeline; this program is designed. It's ten rides in the DA-40 to get cadets doing something in the air other than gliding.

I mean, many of them take off on the Soaring program and they love that. A lot of them jump, and the 490 and the Freefall program are great. But this is actually a chance for them now. Kind of no threat. They do get a grade. It's actually Airmanship 420; it's a course that they take, juniors and seniors.

But we get in them in the airplane and we're trying to motivate them to want to fly and at the same time train them up to a level where hopefully they can go solo. If they don't go solo, it doesn't mean they don't pass; it's usually due to weather or other things.

But it's an exciting program, and what we're really trying to do is make sure that those who are thinking, you know, I just don't think I want to fly -- they're medically qualified, physically, but for some reason during their four years here they kind of lose the bug, so we're kind of hoping we can use this to light that fire and say, you know, not only is it fun but you have the ability to do this. So it's a motivational thing, and I'm excited to be flying that little airplane.

The other thing that we just started this summer, and this is really exciting, is UAS, Unmanned Aerial Systems program. And we kind of did a pilot program this year down at -- We did most of the flying down at Fort Carson, down on their ranges, flying a Viking UAV. Our cadets don't actually fly the airplane, takeoff and landing, because these things, they're pretty difficult until you get up to speed.

But what we're trying to do is get people who probably they're kind of thinking, you know, I don't know about this

UAV stuff. You know, I want to go out and fly and strap on an airplane, but we got 25 volunteers to go through this pilot program. Some of them are folks who would not be qualified to fly, but some are medically qualified.

But what they do is they spend half their time in academics learning how to fly the system over a battlefield. The other half of their time they learn to fly the ball and target and do that type of work. And then they flip-flop so they're both learning both aspects of this.

Flying this airplane down at -- it's a Viking, is the name of the airplane. It's about a 20-foot wingspan. It's a little UAV, but it has a really good camera on there, and flying it down on the ranges at Fort Carson has proved to really valuable because we've got good target sets and realistic-type training.

Of the 25 who entered this summer, one person opted out and didn't continue, but we have 24 who are continuing right now in the fall. They will get upgraded to instructor status and then as we continue this, we'll have cadets then instructing more cadets to do this.

Question: [Inaudible].

Lt. Gen. Gould: Yes, Sir, they are. And Airspace Deconfliction, it's a great partnership with the Army.

Interesting; we started flying this thing on about a thousand-foot strip that was about as wide as this stage, and on some hot days down there it's still at about 6,000 feet or so. We had a few issues with the airplanes. So we moved on out to Red Devil, which is their assault landing strip further down in the range, and the Army's loving it. And it is a good partnership.

The problem with going down to Fort Carson is just logistics. The Dean can't let them go for too long, so we're working right now to get certification to fly this thing in Jacks Valley and use the little airstrip there at Aardvark, where we used to do the powered gliders.

So we're hoping to continue that success, and then just like our other airmanship programs, we want to hand this off to General Lorenz and his team, and AETC will then POM for it and run the program like they do a great job with all our others.

So those are -- let me see, there might have been one more program I wanted to mention. No, that was it on that. But let me talk to you now about some of the projects that we have going on, and then we'll knock it off and maybe take a question or two.

Some of you may have seen the release a couple of weeks ago of the Center for Character and Leadership Development. We kind of went public with this. There has been a lot of really good work over the previous three years on a building in which to house all our Character and Leadership Development activities.

What we have right now, thanks to a lot of great work for the past decade or so, is really good Officer Development programs, and they're targeted at each class; the fourth class and third, second, and firsties in a pretty good logical fashion. But at the same time, the Dean has Character and Leadership Development programs built into the curriculum, and then Dr. Mieu, down in Athletics, they work their own angle towards Character and Leadership Development, and then summer programs do likewise.

So we have lots of really good ongoing efforts that are all about character and leadership development. But they have never really been very well integrated. Part of the reason for that is we don't have a place to house all the various people who work on this, nor have we really thought through what are the leading theories of how we do this.

Maybe we've got to look at the product coming in, just like Chuck reminded us a few minutes ago. Maybe we need to look at a little bit different criteria of who we're bringing in, and then how do we develop them. So what we're doing here, the program itself, that's what it's all about.

But now the project is this facility in which to bring these people together. It's a \$25 million building that will go in -- if you can picture the Cadet Chapel and Arnold Hall Theatre. If you kind of draw a line between the Chapel and Arnold Hall, it will go in that courtyard just to the east side of Harmon Hall, where my office is.

And this building will be built with a big forum area that will seat about 400-450 people. It will have little breakout rooms all around the sides where, for instance, the Honor Committee -- you know, when the Cadet Honor Committee is doing their work, they're doing it in a dorm room. You know, if you can get the roommate to leave for a little bit so you can have a little huddle here and figure out how

you're going to --

So we're going to give them a home to do that. We're going to bring all the people working Character and Leadership Development into this building. And the neat thing about the actual project, the facility itself, will be the iconic structure that will be coming out of the top of this.

When you look at the skyline of the Academy today, you see the Chapel, and that's what you see from the interstate, driving by, and on most of the postcards. This building will -- the building itself is kind of below ground level, but coming out of the top of it is a skylight structure that is built to the platinum standards of environmental and energy efficiency, and it will be glass and -- I don't know what all the materials are, but it will go up almost as high as the Chapel and it's kind of a conical-shape type of a skylight.

And the really remarkable thing about this is Skidmore, Owings, and Merrill designed this thing and it points due north at a 39-degree angle. And for the astromajors in the room, 39 degrees due north is right at the unwavering North Star.

So that cadet, who might be facing an Honor Board -- the board members would be there and the cadet is here looking at true north. And the symbology of it is pretty cool when you think about it. There is a right way. There is a true north, and there are a lot of stray vectors. But when you see the pictures of this, and we weren't able to get all this out here for this particular visit, but we'll get a lot of publicity out.

This is going to be a project that will not only change the skyline and not only brick and mortar a new building, but what it's going to do to help us really integrate across our mission elements, and that work in character and leadership will be exciting.

I will add one more thing. It is a MilCon project, and I mentioned the price tag; it's about \$25 million. It's in the program for FY11, and we're going to break ground here as soon as we can.

But to top that off, to make the interior truly world class, like we want to do, we're relying on donations. And the USAFA Endowment has already been out and they've got commitments to help with that, but about \$10 million will be needed to finish that room off, or the building off, like we

really need it.

Another thing that we're working on that, again, has been going on for quite some time but we have the project started, is a solar array, which will be built out just on the west side of I-25, kind of where that overlook area is. And it is an \$18.3 million project that we have had designed for quite some time to gather this solar energy, to move us towards our goal by 2015 to be energy independent, a net-zero producer right there at the Academy.

Because of the great work that was done, not only in the faculty and the research, but our work with Colorado Springs utilities and others, this project was ready to award when the stimulus money came out of DC. And it was really a bonus for us, a windfall if you will, but that work is going on right now.

There will be a lot more work done with hydroelectricity, as you look at some of the reservoirs up there on the west side of the Academy. So we're excited about that effort.

We've built almost all new homes in Douglas Valley; all energy efficient. And so we're excited in that regard.

Probably the biggest thing that I need you to understand, though, about our infrastructure is the fact that we celebrated our 50th Anniversary here at the Academy year before last, or last year. And 50 years, you know you still drive by the Air Force Academy, and visitors come out there and they just marvel at how beautiful it is. But cadets living in the dorm that was built 50 years ago and trekking over to the academic building and using the gymnasium that's almost 50 years old --

Some of the other facilities, and even more so when you look underneath in the mechanical parts, we are in bad shape. And once again, I credit my predecessor with identifying this. And he came up with the plan, with the help of the civil engineers out there. We call it simply Fix USAFA, and it is about a billion-dollar project over time.

Right now we have about \$460 million either on award or in the FYDP, and we're pressing ahead with this. Vandenberg Hall is going by phases. We're on phase two of eight phases, and it will not only fix the creature comforts in that building, but it'll do some things with insulation, get them some fiber so that we can actually run a network. We have all kinds of problems with our overall internet network

issues right there, but a lot of this will get better as we redo the facility.

Likewise, the Cadet Gym. If you walked in there now, you wouldn't recognize the place. A bulldozer is inside the place. We're going to have to shut down the swimming pool for probably about a year and a half, the big natatorium.

As a matter of fact, that reminds me. Remember I told you earlier that the focus on the mission is our cadets. Well, we have a good swimming program, both men's and women's. And because the pool is going to go down for an extended period of time, we're looking for a place for the swimming folks to do their thing.

There's a pool down at the Community Center, right? Inside the Community Center Gym. This is where I talk about -- remind them that the mission is the cadets. Because when the swim coach first went down there to work this out, the Community Center said, well, if you can come in between 10 o'clock and midnight, we can give you a couple-hour block right there and you can use it. But other than that, we have kids and retirees and stuff.

And they go in and said, guys, you're not thinking here. Of course we want to hug and love our retirees and take care of the kids, and we will do all that, but cadets are number one so we're working that out to give them the time to do their thing.

The other thing I want to mention is our Indoor Training Facility, and this is an exciting project that -- I'll just say Coach Calhoun is the one, our football coach, is the one who started touting this. It is not strictly a football facility, but it something that you look at anybody who is on our schedule, including Army and Navy, they have these facilities -- people we're recruiting against in the Mountain West Conference.

So we're about to break ground, actually, on this particular project. It's going to go just north of the Cadet Field House that you see out there right now, and it's about an \$8-10 million project, all done with donations.

Once again, the USAFA Endowment is working hard to raise the money for that. But this will be a world-class facility with turf and everything, but it will be for all sports to use as they see fit. We need this, not only so we can practice when the weather's bad, but this is one of those things that draws in the top-notch world-class type

athletes that we want to then develop into leaders of character to go out and lead our Air Force.

So I think when you come back to the Academy a year from now, you'll probably see that facility built. It's the nearest term project that we'll actually get completed. And it will be a fun thing. There are others, too. There's a vertical wind tunnel. How many of you have sky dived before? Freefall?

Right now, for our jump team to go up before they can go solo and actually jump out, they have to spend time in one of these wind tunnels. We're buying time up in Denver, so it's a ride -- actually, it's the north side of Denver.

We need to build one of these down here, and General Lorenz just left. I was only bringing this in here because he needs to pay for it. [Laughter]. He doesn't know that yet. [Laughter].

But if we can't do it with government money, we need to build this and it will pay for itself within three years. Then we can rent the times we're not using it to skydiving clubs that come in.

But just so much exciting stuff that's going on. And I tell you, Paula and I are really blessed to be able to have this opportunity. Paula, she's beside herself. You know, we lost -- we didn't lose, but we sent our two kids off; they're out in the Air Force right now, but she inherited 4,400 of her own. And we really feel that way.

We'll keep taking care of them. We'll keep making our Academy better, so that we have these young minds that can come out there and help us through some of these issues that we, frankly, haven't figured out just yet.

Guys, thanks for coming today. I appreciate your interest and time, and I'll be glad to answer questions.

Moderator: Right. I'm Sandy Schlitt the Vice Chairman of the Board of the AFA. I apologize that I was a little late. My mother told me always to finish what I started, so let me introduce General Gould. [Laughter].

No, really, but in that introduction though, I did want to just tell you that he was awarded the Senator Ted Stevens Leadership Award for the best NAF Commander in the Air Force. That's terrific.

In any event, I have for you an Air Force flag flown

over the Air Force Memorial. We're giving all our special speakers, and you're one. So thank you very much.

Lt. Gen. Gould: Sandy, thank you. A great pleasure. All right.

Moderator: And, as you heard, he is going to stick around and answer some questions, so if you want to do that --

Lt. Gen. Gould: Be glad to. Yes, if anybody has anything offline, come on up. Thanks, you guys.

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