

ROBERT M. BLOCK, PhD

Email: rblock@uccs.edu (719) 255 – 4667

EDUCATION

- Ph.D. Business Administration, University of Tennessee, Haslam College of Business, 2003
Major Concentration: Statistics; Collateral: Industrial Engineering
Dissertation: “Theory and Construction Methods for Large Regular Resolution IV Designs”
- M.S. Operations Research; Georgia Institute of Technology (Georgia Tech), 1992
- B.S. Operations Research; United States Air Force Academy (with Military Distinction), 1991

ACADEMIC APPOINTMENTS

- Associate Dean, College of Business, 2017 – Present
Associate Professor, Attendant Rank, College of Business, 2017 – Present
Associate Dean, College of Engineering and Applied Science, 2016
Associate Professor, Attendant Rank, College of Engineering & Applied Science, 2015 – 2016
Assistant Dean, College of Engineering and Applied Science, 2013 – 2016
Acting Director, Bachelor Science of Engineering Education Degree, 2015 – 2017
Graduate Faculty Associate, UCCS Graduate School, 2013 – Present
Dean of Academics, USAFA Prep School, 2011 – 2013
Senior Military Faculty, United States Air Force Academy, 2011
Associate Professor, United States Air Force Academy, 2008
Assistant Professor, United States Air Force Academy, 2006
Instructor, United States Air Force Academy, 1998 – 2000
Adjunct Instructor, Sinclair Community College, Dayton Ohio, 1992 – 1995

PROFESSIONAL EDUCATION

- Excellence in Leadership Program, University of Colorado (2014-2015)
Executive Military Leadership School (Air War College, 2007)
Advanced Space Operations Course (2004)
Inter-service Space Intelligence Operations Course (2004)
Practical Strategies for Process Improvement, Exec Ed Certificate, University of Tennessee (2003)
Senior Military Leadership School (Air Command and Staff College, 2003)
Military Leadership School (Squadron Officer School, 1997)
Financial Management Officer’s Course (1995) **Distinguished Graduate**

PROFESSIONAL EXPERIENCE

- 2017 – Present, **Associate Dean**, College of Business, UCCS
Administrative and fiscal leader; including compliance with all University rules and regulations. Lead two separate multi-million dollar grants totaling over \$9 M. Supervise 9 direct reports and evaluate/mentor 45 faculty members. Lead strategic planning, risk assessment, AACSB accreditation and budget planning. Develop budget strategy for \$11M annual operations. Implement programs and cost-effective enrollment growth. Assoc Professor, Attendant Rank
- 2016, **Associate Dean**, College of Engineering and Applied Science, UCCS
Led strategic processes to support the engineering college’s academic and research mission, graduate program development, curriculum innovation, new degree programs, and enrollment growth. Associate Professor, Attendant Rank (2015), Acting Director for BS in Engineering Education Degree.

2013 – 2016, **Assistant Dean**, College of Engineering and Applied Science, UCCS

Oversaw the engineering college's academic and research mission, graduate program development, curriculum innovation, new degree programs, and enrollment growth. Supervised college IT department and staff of 4.

2011 – 2013, **Dean of Academics, Senior Military Faculty**, USAFA Preparatory School

Top Executive Academic leader. Led a 31-member faculty providing instruction in Math, Science, and English to 240 Cadet Candidates. Directed and executed a \$1.2M program

2006 – 2011, **Associate Professor, Division Chief, and Director of Research**, USAFA Math Dept

Transformed senior leader's manning model, secured buy-in from 20 senior academic leaders resulting in first ever future planning capability. Created accreditation plan for the largest academic department, developed curriculum—achieved full ten-year accreditation. Served as **Statistics Division Chair** and **Operations Research Division Chair** (2006-2008, 2010- 2011) – responsible for all curriculum, personnel, and administration of 10 courses and 25 instructors. As **Director of Research** (2009-2010) oversaw largest academic department research program--managed development, budget, publishing & awards for research activities

2003 – 2006, **Operations Research Scientific Analyst**, Air Force Space Command, Colorado.

Created space command analysis investment strategy plan. Led 15 contractor personnel and 20 contracts valued at \$5M. Provided key financial oversight of \$6.5M budget. Developed policy, guidance and standards for space and missile analysis activities. Performed "quick-turn" analysis for senior leadership. Successfully completed two multi-million dollar analyses (\$10M Prompt Global Strike and \$3M Common Aero Vehicle) that resulted in changes in US defense policy and refined critical national defense requirements

2000 – 2003, **Ph.D. Graduate Student** at University of Tennessee, Knoxville

1998 – 2000, **Course Director/Instructor**, United States Air Force Academy, Math Dept

Developed curriculum and taught: Pre-Calculus, Design and Analysis of Experiments, Statistics, and Advanced Statistics courses as well as an executive education Design of Experiments short course. Advised AF Space command senior leaders and developed a value-focus model incorporating a task analysis database of consisting of over 4,000 tasks for successful downsizing initiative.

1996 – 1998, **Chief, Financial Analysis**, US Air Forces in Europe, Adana, Turkey

Responsible for the financial oversight and analysis of a \$1.01 billion multiyear appropriated funds budget. Instituted changes in dining hall operations resulting in \$7 million saving annually in per diem cost for Operation NORTHERN WATCH and monitored the largest base maintenance contract in the AF earning over \$10 million in reimbursements. Supervised a staff of 15. Winner of the 1998 ASMC Distinguished Performance in Budget Award (DoD Award)

1992 – 1995, **Logistics Operations Research Analyst**, AF Materiel Command, Dayton, Ohio

Developed innovative approaches to allocate resources to improve mission capable rates for aircraft, changed AF policy, directed allocation of \$800M for aircraft maintenance. Performed analyses, which applied the principles of operations research to the management of materiel resources. Defined problems, formulated study plans, conducted analyses, and wrote technical reports. Analyzed a billion-dollar supply requirement to allocate \$800 Million reparable spares budget to successfully maintain five different Air Force depots and over 20 different weapons systems. Analyzed multi-million-dollar obligation to fill the aircraft wartime requirements, results briefed to senior leadership and implemented.

1991 – 1992, **M.S. Graduate Student** at Georgia Tech, Atlanta

UNDERGRADUATE COURSES DEVELOPED AND/OR TAUGHT

QUAN 2020 Process and Statistics-Based Decisions (UCCS)

QUAN 2010 Business Statistics (UCCS)

MAE 1502 Principles of Engineering (UCCS)

MAE 3342 Engineering Economy (UCCS)

ECE 3610 Probability and Statistics for Engineers (UCCS)
 MAE 5530 Design and Analysis of Experiments (UCCS)
 GPS 1010 Gateway Program Seminar – Engineering Odyssey (UCCS)
 OR411 Topics in Mathematical Programming (USAFA)
 OR 321 Probabilistic Models (USAFA)
 MATH 378 Advanced Statistics (USAFA)
 MATH 377 Advanced Probability (USAFA)
 MATH 359 Design and Analysis of Experiments (USAFA)
 MATH 358 Statistics (USAFA)
 MATH 356 Probability and Statistics for Engineers and Scientists (USAFA)
 MATH 300 Probability and Statistics (USAFA)
 MATH 300 Introduction to Statistics (USAFA)
 MATH 152 Calculus II (USAFA)
 MATH 141 Calculus I (USAFA)
 MATH 130 Pre-Calculus Mathematics (USAFA)
 ENGLISH 100 Preflight [Strategies for creating success in college and in life] (USAFA Prep)

COURSES DEVELOPED AND TAUGHT AS AN ADJUNCT INSTRUCTOR

Sinclair Community College, Dayton, Ohio, Department of Mathematics, 1992-1995

Statistics I

College Algebra

Elementary Algebra

EXECUTIVE EDUCATION SHORT COURSES DEVELOPED AND TAUGHT

Design and Analysis of Experiments, for US Air Force Academy, 1998-2000

Introduction to Design of Experiments, for Adsurgo LLC 2012 – 2013

PEER-REVIEWED JOURNAL AND OTHER SCHOLARLY PUBLICATIONS

Finnegan, C. A., Aicher, T. J., & Block, R. “Repeat Registrations of a Running Event: Applying Customer Base Analysis”, *Sport Marketing Quarterly*, Volume 29, Number 2, 94-108, June 2020.

Block, R. “Rely on employee expertise to fix business processes”, *Colorado Springs Business Journal*. Sep 15 – Sep 21 2017: Volume 28 Number 24, 30 – 31. Print.

Block, R., Gorder P. “An Innovative Approach to Prepare Educators with a Background in Engineering as Well as in Education, Math, and the Traditional Sciences”, *ICERI2016 Proceedings*, pp. 2585-2590. 2016

Gorder, P., Block, R. “Externally Sponsored Capstone Projects as a Means of Better Preparing Engineering Students for the Profession”, *ICERI2016 Proceedings*, pp. 2600-2607. 2016

Block, R. “Proposal to the Colorado University Regents for Bachelor of Science degree in Data Analytics and Systems Engineering”, EAS whitepaper, November 2016.

Block, R. “Proposal on Bachelor of Science degree in Industrial and Systems Engineering”, EAS whitepaper, October 2015.

Block, R. "Academic Expectations and Challenges for New Students", UCCS Parent and Family Programs newsletter, September 2015.

Block, R. "Proposal on Bachelor of Science degree in Engineering Education", EAS whitepaper, September 2014.

Block, R. "A Discussion of the Effect of Open-Book and Closed-Book Exams on Student Achievement in an Introductory Statistics Course", *PRIMUS*, 22:3, 228-238, 2012.

Block, R. "Face to Face Feedback to Spur Reflection and Develop Academic Success", *Mathematica Militaris*, April 2010.

Block, R. A Discussion of Open-book and Closed-book exams on Student Achievement in an Introductory Probability and Statistics Course. *JSM Proceedings*, Statistical Education Section, Alexandria, VA: American Statistical Association. August 2009.

Block, R., Bettison S. and Steeger, G. "Anthropometric Study, Cadet Clinic", DFMS Technical Report 09-1, January 2009.

Block, R. "Using PROG to Assess More Than Grades", *USAFA Educator*, Volume 17, Issue 3, Winter 2009.

Block, R. and Mee, R. "Resolution IV Designs with 128 Runs," *Journal of Quality Technology*, 37, 282-293, 2005.

Block, R. and Murrell, D. (2005) "Common Aero Vehicle (CAV) Military Utility Analysis, Technical Report for HQ AFSPC/DRM, August 2005.

Block, R. and Mee, R. "Second Order Saturated Resolution IV Designs," *Journal of Statistical Theory and Applications*, 2, pp. 96-112, 2003.

Block, R. (2003) "Theory and Construction Methods for Large Regular Resolution IV Designs", University of Tennessee PhD dissertation.

Block, R. "Second Order Saturated Designs", University of Tennessee Technical Report 2001-3.

Block, R. (2001) "Constructing Optimal Resolution IV Designs", University of Tennessee Technical Report.

Block, R. (2000) "Honor Data Analysis", DFMS Technical Report 00-1, February 2000.

Block, R. (Tech Editor) "Ensuring Successful Implementation of Commercial Items in Air Force Systems", US Air Force Scientific Advisory Board, SAB-TR-99-03, April 2000.

Block, R. (1999) "More than Your 'Typical' Instructor", *USAFA Educator*, Volume VII, Issue 2, USAFA, CO, Winter 1999.

Block, R. "Average Velocity and the Great Paper Chase", *Colorado Mathematics Teachers Association*, Winter Issue, 1998.

Rexroad, F, Block, R. and Morgan, W. "RSD Banding for Effectiveness", XPS Technical Report #93-07b, February 1995.

SCHOLARLY PRESENTATIONS

"Increased student enjoyment AND deeper student learning? No Way!," Mountain Lion Teaching and Learning Day, UCCS, Colorado Springs, CO. January 2019

"Augmenting pre-service STEM teacher preparation with professional learning communities," McGuire, P.R., Block, R., Hines, L.M., Christensen, T. M., NSF Noyce Summit, National Science Foundation, Washington, DC. July 2017

"An innovative approach to prepare Educators with a background in Engineering as well as in Education, math, and the traditional sciences," with Gorder, P.J., ICERI 2016, International Academy of Technology, Education, and Development, Seville, Spain, November 2016

"Externally sponsored capstone projects as a means of better preparing engineering students for the profession," Gorder, P.J., Block, R., ICERI 2016, International Academy of Technology, Education, and Development, Seville, Spain. November 2016

"The Future of Engineering Education" Invited Talk, Colorado PLTW Conference 2016, Denver, Colorado, September 2016

"Engineering Education and PLTW" PLTW Administrators Day, June 2016

"Student Success" Invited talk and Faculty Panel; UCCS, June 2016

"Strategies for Creating Success in College and in Life" Invited Talk, UCCS Staff and student training, January 2016

"Building a Strong Backbone for STEM Education", Session Co-Lead and Invited talk, Project Lead the Way Colorado Conference, October 2015

"UCCS Engineering in Higher Education" Project Lead the Way Core Training, June 2015

"The Bachelor of Science in Engineering Education" A Presentation to the Board of Regents of the University of Colorado and the University of Colorado System, April 2015

"A Simplified Approach to Producing Narrated Presentations and Mini Lectures" Fall Forum 2014, Engaged Teaching Online, University of Colorado, Colorado Springs, November 2014.
<http://uccs.adobeconnect.com/p5dl33kpk3/>

"The Sampling Distribution" Presentation to Departments' of Management and Mathematics, US Air Force Academy, February 2013.

“On Course: Strategies for Creating Success in College and in Life” Center for Educational Excellence Workshop, United States Air Force Academy, Invited Presentation, February 2013.

“IE in the Military”, Track Session Chair for IIE 2010 Annual Conference, Cancun, Mexico, June 2010.

“Alterations in Knee Kinematics Due to Anterior Interval Contracture”, Robert T. Sullivan, MD, (statistical data analysis and consultant, R. M. Block) Society of Military Orthopedic Surgeons, Honolulu, Hawaii, December 2009.

“A Comparison of cadet performance on final exams when conducting Closed-book exams, Open-book exams and Closed-book exams with handwritten notecards”, Poster Presentation, Scholarship of Teaching & Learning Celebration, US Air Force Academy, September 2009.

“A Comparison of cadet performance on final exams when conducting Closed-book exams, Open-book exams and Closed-book exams with handwritten notecards”, Poster Presentation, USAFA STEM Conference, US Air Force Academy, September 2009.

“A Discussion of Open-Book and Closed-Book Exams on Student Achievement in an Introductory Probability and Statistics Course”, Joint Statistical Meetings, Washington DC, August 2, 2009.

“Sex, Lies, and Statistics”, Daniels College of Business, University of Denver, Denver, CO, February 2008, Invited talk.

“Prompt Global Strike – Effectiveness Analysis”, AFSPC Industry Day, Colorado Springs, CO, February 2006.

“Constructing Large Resolution IV 2^{k-p} Fractional Factorial Designs” Design and Analysis of Experiments Conference, with Dr Bobby Mee, Santa Fe, NM, October 2005, Invited talk.

“Defining ‘Prompt’”, Air Force Operations Research Symposium (AFORS), Florida, October 2005.

“CAV Military Utility Analysis”, AFSPC Global Strike and Missile Deterrence Conference, Peterson AFB, April 2005.

“Some New Second-Order Designs”, Design and Analysis of Experiments 1, Vancouver, B.C., Canada 2002.

“New Second Order Designs”, Fall Technical Conference, Toronto, Canada, October 2001.

“RSD Banding for Effectiveness”, 62nd MORS, Colorado Springs, CO, June 1994.

RESEARCH GRANTS & HONORARIUMS AWARDED

2020 National Security Agency (NSA), Cybersecurity Faculty Development Grant, **\$3,352,986.89**
Award No. NCAE-C-001-2020, June 2020 – June 2022.

2020 Department of Labor (DOL), “Apprenticeships: Closing the Skills Gap” **\$5,996,713.00**,
Award No. HG-34411-20-60-A-8, April 2020 – April 2024

2017 National Science Foundation (NSF) Noyce S&S Track 1 Grant – “Supporting UCCSTeach Noyce Scholars”, **\$1,172,688.00**, Award No. 1660679, May 2017 – April 2022

2016 Northrop Grumman Corporation grant, UCCS STEM Summer Academy, **\$13,050**

2015 Northrop Grumman Corporation grant, UCCS STEM Summer Academy, **\$12,975**

2014 Engaged Teaching Online, Fall Forum, UCCS, Colorado, **\$200**

2014 Northrop Grumman Corporation grant, UCCS STEM Summer Academy, **\$12,000**

2014 Block, R., and Harrison W., Compass Curriculum Grant, UCCS, Colorado, **\$1,000**

2010 Computationally Intensive Methods in Teaching Introductory Statistics, Vancouver, B.C., Canada, **\$1,500**.

2008 A Discussion of Open-book and Closed-book Exams on Student Achievement, Scholarship of Teaching and Learning, US Air Force Academy, **\$3,500**.

AWARDS AND HONORS

- | | |
|-----------|---|
| 2020 | UCCS Award \$5M Club Externally Funded Research (only 7 members in UCCS history) |
| 2020 | Dean’s Recognition Award, College of Business, UCCS |
| 2019 | Dean’s Recognition Award, College of Business, UCCS |
| 2018 | Dean’s Recognition Award for 2017, College of Business, UCCS |
| 2017-2018 | Daniels Fund Ethics Initiative Fellow |
| 2014-2015 | University of Colorado Fellow - University of Colorado Excellence in Leadership Program |
| 2013 | Invited Guest Speaker, US Air Force Academy, Operations Research Annual Banquet |
| 2011 | Senior Military Faculty Appointment, United States Air Force Academy by Lt General Mike Gould |
| 2010 | U.S. Professor of the Year, Carnegie Foundation CASE award (#1 ranked faculty at the United States Air Force Academy Department of Mathematical Sciences) |
| 2010 | Outstanding Science and Engineering Educator Award at the United States Air Force Academy Department of Mathematical Sciences |

2009	Outstanding Science & Engineering Educator Award, USAFA Math dept
2006	Air Force Analysis Team of the Year Finalist
2005	Air Force Space Command Scientist of the Year
2005	Certified Space Professional, Level 3 (Command Badge)
2004	Air Force Analyst of the Year Finalist
2003	Univ of Tennessee Provost's Extraordinary Professional Promise Award
2003	Phi Kappa Phi National Honor Society
2000	Air Force Scholarship Award for Doctoral Study (University of Tennessee)
1999	#1 ranked junior faculty at the United States Air Force Academy Department of Mathematical Sciences
1999	USAFA Company Grade Analyst of the Year
1998	American Society of Military Comptroller's Distinguished Performance in Budgeting (Department of Defense-level Award)
1997	Chief of Staff Award (Highest Award) – Professional Education Leadership School
1997	39 th Wing, Wing Staff Company Grade Officer of the Year
1997	USAFE Financial Analysis Officer of the Year
1997	USAFE Financial Analysis Office of the Year
1997	Squadron Officer School – Academic Excellence Award
1994	Acquisition Professional Development Program, Level 2 (Systems, Plans, Research, Development, and Engineering)
1993	Acquisition Professional Development Program, Level 1 (Test & Evaluation)
1991-1992	Air Force Scholarship for Master's Degree (Georgia Tech)
1991	United States Air Force Academy Scholar Athlete Award
1987	National Merit Scholar

ENTREPRENUERIAL ACTIVITIES

Facilitated Proximity Based Encryption contract, Northrup Grumman Corporation, \$70,000 funded work, October 2014

Stood-up university auxiliary fund Management Information System and Technology (MIST) unit, funded worked over \$36,150, September 2014 – December 2016

Facilitated Model-Based Simulation for System of Systems Engineering contract, Missile Defense Agency, funded work \$102,355, May 2014

SCHOLARSHIPS ESTABLISHED

Established a scholarship program for Bachelor of Science in Engineering Education students with TechWise Corporation in the amount of \$15,000, December 2013

Partnered with Sachs Foundation to establish the Morris A Esmiol Jr Scholarship in Engineering, Sachs Foundation, eight \$6,000 annual scholarships continuing on an annual basis, August 2013

ACADEMIC SERVICE

2020 - 2021	UCCS Campus Budget Steering Committee
2020 - 2021	COB Strategic Planning Committee (and Writing Team member)
2020 - 2021	COB Enrollment Management Committee
2020 - 2021	COB Search Committee, NSA Enrollment Program Administrator
2020	COB Search Committee, CCAP Employee Relations Lead
2019 -2020	AACSB College Lead; Report writer and Accreditation visit lead
2019	Search Committee- Associate Director, Budget & Resource Plans, UCCS
2018	2018 Engineering Design Exposition, Judge, UCCS
2018 – Present	Executive Committee, College of Business, UCCS
2017 – 2018	Strategy Team, College of Business, UCCS
2017 – Present	Graduate Faculty Team, College of Business, UCCS
2017 – Present	Undergraduate Faculty Team, College of Business, UCCS
2017	COB Search Committee, Executive Assistant to the Dean
2017	Executive Director Online Academic Outreach UCCS Search Committee
2017	Pre-Collegiate Business Instructor, UCCS

2017	2017 Engineering Design Exposition, Judge, UCCS
2016	Vice Chancellor Student Success Search Committee, UCCS
2016	2016 Engineering Design Exposition, Judge, UCCS
2015 – Present	Council on Undergraduate Education, UCCS
2015	2015 Engineering Design Exposition, Judge, UCCS
2014 – 2019	Cross Functional Action Team, UCCS
2014	2014 Engineering Design Exposition, UCCS
2013 – Present	Associate Deans' Council, UCCS
2014	Hiring Committee for Campus Lead Academic Advisor, UCCS
2013 – 2016	Acting Director, Bachelor Science in Engineering Education Degree
2013 – 2016	Lead - Pikes Peak Com. College Concurrent Enrollment in Engineering
2013 – 2015	Talented and Gifted Advisory Committee, Academy School District 20
2014	Hiring Committee for Space Ops Instructor for EAS Extended Studies
2013 – 2014	Graduate Extended Studies Instructor Hiring Committee, EAS College
2013	Reviewer, Military Operations Research Journal
2013	Lead, IT Hiring Committee for EAS College
2013 – 2016	UCCS Campus Public Relations Committee
2013 – 2018	UCCS Campus Graduate Executive Committee
2013 – 2016	Engineering and Applied Science Executive Committee
2013 – 2015	EAS Executive Leadership Committee
2011 – 2013	Selection Panel Member for USAFA Admissions
2011 – 2013	Appointed Senior Military Faculty, USAFA
2011	Staff Assistance Visit, US Military Academy Preparatory School
2011	Learning Community Mentor, USAFA Faculty Orientation

2008 – 2011	Department of Math Pedagogy Assessment Curriculum Committee
2006 – 2011	Faculty Liaison to Air Force Academy highest governing body (Academy Board)
2009 – 2011	Sponsored Research Director, USAFA, Dept of Mathematical Sciences
2007 – 2013	Faculty Representative for Air Force Academy Men’s Division I Basketball team
2006 – 2011	Air Force Academy Dean of Faculty Manpower Model coordinator
2006 – 2011	Air Force Academy Faculty Forum
2010 – 2012	AP Statistics Reader (Grader), Educational Testing Services
2006 – 2011	Academic & Career Advisor to Operations Research majors, United States Air Force Academy, Department of Mathematical Sciences
2009 – 2010	Air Force Academy NCAA Accreditation Representative for 10 year accreditation panel
2010	Chair, Track Session for Institute of Industrial Engineers 2010 Annual Conference, Mexico
2008 – 2010	Air Force Academy Math Department Accreditation representative for 10-year NCA accreditation
2008 – 2010	Member, Curriculum Reform Committee, United States Air Force Academy, Department of Mathematical Sciences
2007 – 2009	Air Force Academy Faculty Learning Focus Initiative Statistics Division Representative (Principles of Science and the Scientific Method)
2007 – 2009	Air Force Academy Upper Core Courses Assessment for cadet core courses
2008	Air Force Academy representative to Air Force Operations Research Short Course
2008	USAFA Math Department lead coordinator Summer Scientific Seminar
2006 – 2007	Operations Research Division Chief, United States Air Force Academy, Department of Mathematical Sciences
1998 – 2000	Math Department Liaison to AFA Registrar; coordinated over 20 courses with 120 classes for 2,600 cadets each semester for five semesters.

- 2000 Member, Civilian Faculty Hiring Committee, USAFA, Math Department
- 1999 – 2000 Air Force Academy Squadron Professional Ethics Advisor for over 100
cadets; advised, taught, & mentored
- 1998 – 2000 Academic & Career Advisor to Operations Research majors, United
States Air Force Academy, Department of Mathematical Sciences

PROFESSIONAL, SCIENTIFIC, AND HONORARY SOCIETY MEMBERSHIPS

- Military Operations Research Society
Phi Kappa Phi Academic Honor Society
Omega Rho
American Society of Military Comptrollers
American Statistical Association
Association of Graduates (US Air Force Academy)