

USAFA,

With apologies for multiple emails. I wanted to make sure we were all updated prior to this weekend.

The COVID testing plan and the Q and I plans remain in place and stable. For the Cadet Wing, the Commandant remains committed to giving as much liberty as the COVID phases allow.

For the Cadet Wing and all of USAFA, I wanted to provide a few updates regarding the academic calendar, Gen Hyten’s visit next week, and close with Gen Brown’s recently published Strategic Approach. Please take a moment to read about his desire to accelerate changes within our Air Force to maintain an advantage in an increasingly competitive environment.M

THANKSGIVING

After weighing inputs from USAFA senior leaders and evaluating the environment in the local area and around the country, I have determined the course of action (COA) we will take for Thanksgiving Break. I considered two COAs during the deliberations. The first COA looked like a normal Thanksgiving Break, with Thursday and Friday being no-class days. The second COA was to hold classes on Veterans Day and the Friday after Thanksgiving, effectively pressing through Thanksgiving Break with only the holiday off, and ending the semester early. With the health and safety of the personnel on base as my top priority, I determined that the second COA was in everyone's best interests. **This means we will have classes on Veterans Day, the day after Thanksgiving, and the last day of the semester will be 11 December.** Cadet liberties on Thanksgiving Day will be determined based on conditions on USAFA and in the local community. Below is a snapshot of what the end of the semester will look like.

NOVEMBER

1	M29	2	T29	3	M30	4	T30	5	M31	6	7
8	T31	9	M32	10	T32 VETERANS DAY Special SoC	11	M33	12	T33	13	14
15	M34	16	T34	17	M35	18	T35	19	M36	20	21
22	T36	23	M37	24	T37	25	HOLIDAY THANKSGIVING	26	M38	27	28
29	T38	30									

DECEMBER

		M39	1	T39	2	M40		T40	4		5
6	FINALS 1 & 2 & 3	7	FINALS 4 & 5 & 6	8	FINALS 7 & 8 & 9	9	FINALS 10 & 11 & 12	10	FINALS 13 & 14	11	12
13	GRADUATION WINTER BREAK	14	W I N T E R-----	15	-----	16	B R E A K-----	17	-----	18	19
20	----- WINTER BREAK-----	21	----- W I N T E R-----	22	-----	23	----- B R E A K-----	24	-----	25	26
27	----- WINTER BREAK-----	28	----- W I N T E R-----	29	-----	30	----- B R E A K-----	31	-----		

VCJCS VISIT

We have the distinct privilege of welcoming the Vice Chairman of the Joint Chiefs of Staff, Gen John Hyten and his spouse, Mrs. Laura Hyten, for a town hall discussion with **permanent party** on **Tuesday, 8 September, from 0730-0840 in the Arnold Hall Theater.** Gen Hyten will provide brief remarks and then open the forum to any questions permanent party may have on a

wide range of topics, including quality of life, COVID-19, SAPR, suicide prevention, and diversity & inclusion. Having a direct line to the Vice Chairman is a rare opportunity, and I encourage permanent party to participate in this event if your schedule allows. Following the town hall, Gen Hyten will hold a small group session with cadets.

In order to remain within safe gathering guidelines, permanent party attendance is limited and will be available on a first-come, first-served basis. Social distancing and mask wear will be in effect. Permanent party outside of the 10 ABW can follow the link below to RSVP. **\*NOTE: Personnel in the 10 ABW should work their request to attend through their Chain of Command.**

[Gen Hyten's Bio](#)

<https://einvitations.afit.edu/inv/anim.cfm?i=566755&k=0767440E7E52>

### CSAF 22 STRATEGIC APPROACH: ACCELERATE CHANGE OR LOSE (ACOL)

I would like all of you to take a few minutes and read Gen Brown's short paper describing the current strategic environment and how we must adapt as an Air Force. This is an operational focus that we must maintain, even in a training environment. His message is strongly worded on purpose--"Accelerate Change or Lose"--to remind us that the effort to adapt to changes in the strategic environment must be taken seriously. Time can breed complacency, and the Air and Space Forces cannot afford to rest on their laurels. Instead, we must focus on succeeding as joint warfighters. Here at USAFA we can further contribute to the mission by understanding our potential adversaries, building multi-capable and adaptable team leaders, and valuing innovation as a culture.

While our Nation focused on countering violent extremist organizations, our competitors focused on defeating us. They have studied, resourced, and introduced systems specifically designed to defeat the Air Force and Space Force capabilities that have underpinned the American way of war for a generation. Future warfare will not remain far from our shores; we must be prepared to address our competitors' attempts to hold the U.S. homeland at risk with unconventional, conventional, and even nuclear force.

From recruitment and accession, to all of our Airmen and leader development programs, we must develop the Airmen we need for the high-end fight. Our Air and Space Forces must develop and build a deep institutional understanding of China and Russia, and reward and retain those Airmen who foster the personal attributes necessary for success in the challenging future ahead. Follow the link provided to read Gen Brown's complete expectation and focus for our success.

[Accelerate Change or Lose](#)

Stay healthy, stay connected, JS