
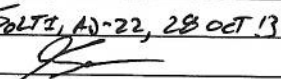


### STAFF SUMMARY SHEET

	TO	ACTION	SIGNATURE ( <i>Surname</i> ), GRADE AND DATE		TO	ACTION	SIGNATURE ( <i>Surname</i> ), GRADE AND DATE
1	DFM	sig	 Lt Col 289/13	6			
2	DFER	approve	 SOLTZ, AD-22, 28 OCT 13	7			
3	DFM	action	(Author /Originator)	8			
4				9			
5				10			

SURNAME OF ACTION OFFICER AND GRADE Stinton, Capt	SYMBOL DFM	PHONE 333-6168	TYPIST'S INITIALS xxx	SUSPENSE DATE
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SUBJECT Clearance for Material for Public Release	USAFA-DF-PA- 498	DATE
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**SUMMARY**

1. **PURPOSE.** To provide security and policy review on the document at Tab 1 prior to release to the public.

2. **BACKGROUND.**  
 Authors: Captain Anthony Stinton, Instructor of Management, and Mr. Tom Berry, Deputy Director of the Center for Character and Leadership Development.

Title: Management majors apply skills from Marketing Class

Circle one:    Abstract      Tech Report      Journal Article      Speech      Paper      Presentation      Poster

Thesis/Dissertation      Book      Other: \_\_Press release, to be used by CRADA Collaborator\_\_

Check all that apply (For Communications Purposes):

CRADA (Cooperative Research and Development Agreement) exists

Photo/ Video Opportunities       STEM-outreach Related       New Invention/ Discovery/ Patent

Description: Summary of CRADA research with focus on the meaning behind the recommended name "Polaris Pointe".


Release Information: Press release; to be used by CRADA Collaborator for publicity

Previous Clearance information: None

Recommended Distribution Statement: Distribution A: approved for public release, distribution unlimited

3. **DISCUSSION.** No data on military policy, processes or technologies included.

4. **RECOMMENDATION.** Recommend approval for Distribution A.

  
 ANTHONY J. STINTON, Capt, USAF  
 Instructor of Management

## **Management majors apply skills from Marketing Class**

by Captain Anthony Stinton, Instructor of Management, with Mr. Tom Berry, Deputy Director of the Center for Character and Leadership Development.

Newly commissioned 2<sup>nd</sup> Lieutenants and Management majors Vincent Chen, Sarah Haas, Kyle Lengyel, and Matthew Schuetz concluded their cadet experience with a hands-on research project in collaboration with Northgate Properties LLC, the developer constructing the new shopping center just outside the Air Force Academy's North Gate. The team examined how the shopping center might incorporate Air Force themes and communicate the USAFA mission to visitors. In addition, specific services that would enhance the quality of life for the USAFA community were explored.

Then cadets Chen, Haas, and Lengyel wrote survey questions, lobbied for survey approval from the Academy Superintendent, then Lieutenant General Mike Gould, and launched the survey to 550 cadets and employees at USAFA, collecting and cataloging over 2,200 responses. Survey questions ranged from types of stores in the development to potential names for both the shopping center itself and streets and buildings within the complex. The cadets were so interested in this project that they completed it outside of any formal class, in their roles as officers of The Business Leaders professional club. The project appealed to them because it was a chance to use the data gathering and analytical skills developed in their management courses on a real-world issue that would impact cadets and permanent party for years to come.

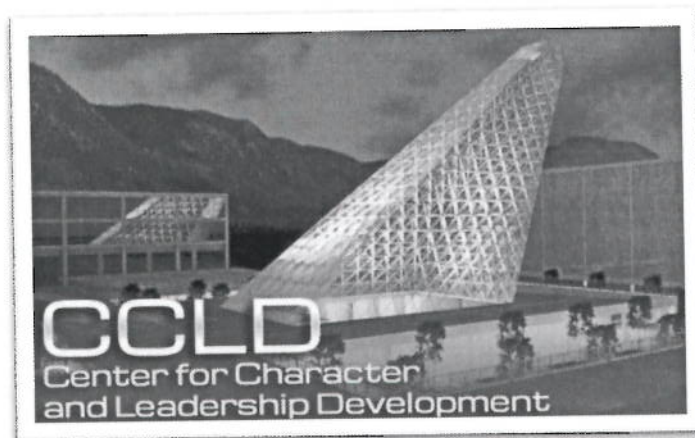
The most exciting aspect of this cadet research project was exploring options for names that encompass an image of the Air Force and cadet life. Major themes that resulted were Airpower, Core Values and Academy history. Highest ranking names were Patriot Square, Shops at the Overlook, Valor View, Soaring Wings, New Horizons, and Polaris Pointe. The team's final recommendation, Polaris

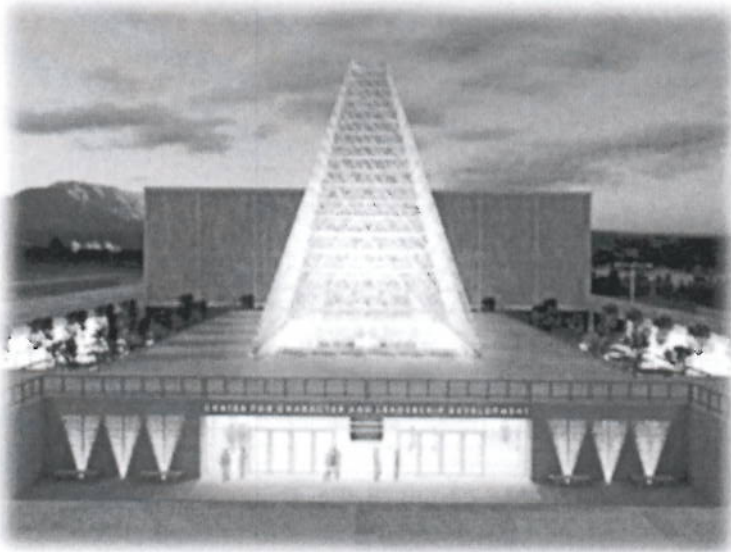
Pointe, connects cadet studies on morale character with the construction of the new Center for Character and Leadership Development.

The most dynamic feature of the new CCLD building will be a 105-foot tall skylight tower, focused to the north and aligned to the North Star - Polaris. The symbolic importance of the North Star is twofold: travelers have used Polaris to navigate for centuries, and it also indicates the direction or guidance that the Academy hopes to impress upon its cadets to each focus their life in a true direction. Aviators need the magnetic compass to navigate above the terrain, just as one needs a moral compass as an officer. By design, when you look up into the tower from the interior of the building through the oculus at the top, you can see Polaris. This physical reality reflects our moral development mission.

Visually, the skylight tower will be a butt glass system with a smooth glass skin covering an intricate steel plate structure similar to a spider web in appearance. The components – glass and steel – model the virtues of transparency, openness and strength. These are among the virtues we hope to build in our cadets.

The skylight tower will be clearly visible from the shopping center to the east of the Academy with an amazing night glow reminding visitors and cadets alike of the true north – Polaris Pointe.





***CCLD – facing north toward Polaris***

In conjunction with then cadets Chen, Haas and Lengyel, then Cadet Matt Schuetz researched similar shopping centers across the US to determine how those developments were developed and marketed to the public. Based on this background information, Cadet Schuetz made recommendations to make the shopping center more accessible to the USAFA population. Additionally, he hit on several novel ways to communicate the USAFA mission to visitors to the center, including an Air Force history app and an observation platform where visitors could view airmanship programs in flight. Cadet Schuetz's efforts built on the promotional and communications skills he learned across several management courses, culminating in Marketing and Business Strategy classes. The entire team presented survey data and recommendations to General Gould and Mr. Gary Erickson, CEO of Northgate Properties LLC, in May 2013.

For more information on management programs at the Air Force Academy, please contact Lt Col Tim Pettit, Director of Research, at 719-333-4189 or [timothy.pettit@usafa.edu](mailto:timothy.pettit@usafa.edu).

*This communication is made as part of an educational project, pursuant to USAF Academy CRADA 12-283-AFA-01 with Northgate Properties LLC. Any views expressed as part of this educational*

*project are those of the authors and not necessarily represent the views of the Air Force, DoD or the US Government. The involvement of a commercial entity in this project does not reflect an official endorsement of that commercial entity.*