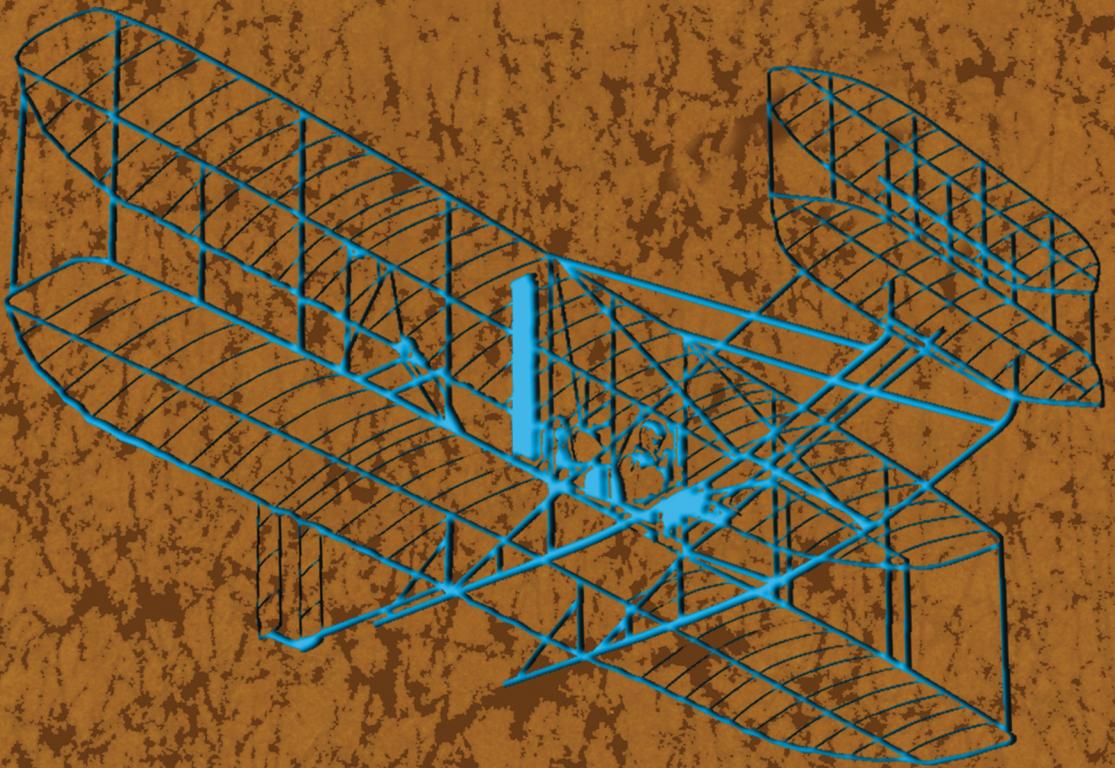




AIR UNIVERSITY FACULTY HANDBOOK





Air University Faculty Handbook

AU-8

Air University Press
Maxwell Air Force Base, Alabama

2008

Disclaimer

This handbook is nondirective and should not be used for quoting Air University policy. The handbook is intended as a compilation of Air University policies and philosophies from the appropriate directives. For any official actions, the actual directives should be used as source documents. At the Air Force Institute of Technology, located at Wright-Patterson AFB, Ohio, some personnel policies and support activities may differ from those mentioned in this handbook. Readers interested in those and other pertinent topics at the institution should consult AFIT's own faculty handbook. Cleared for public release: distribution unlimited.

Air University Press
131 West Shumacher Avenue
Maxwell AFB AL 36112-5962
<http://aupress.maxwell.af.mil>

Contents

Chapter		Page
	DISCLAIMER	ii
	FOREWORD	ix
	PREFACE	xi
1	INSTITUTIONAL PURPOSE AND ORGANIZATION	1
	Mission	1
	Command Organization	2
	Academic Office	3
	Information Technology	4
	Plans and Programs	4
	Financial Management	4
	International Affairs	4
	Personnel	5
	Staff Judge Advocate	5
	Academic Organization	5
	Reorganization into Academic Centers	6
	Professional Military Education	6
	Thomas N. Barnes Center for Enlisted Education.	7
	Carl A. Spaatz Center for Officer Education	8
	Squadron Officer College	8
	Air Command and Staff College	8
	School of Advanced Air and Space Studies	9
	Academic Centers	9
	Air War College	10
	Education Support Squadron	10
	Accessions and Citizenship Programs	10
	Jeanne M. Holm Center for Officer Accessions and Citizen Development	10
	USAF Officer Training School	11
	Air Force Reserve Officer Training Corps	11

CONTENTS

<i>Chapter</i>		<i>Page</i>
	Air Force Junior Reserve Officer Training Corps	11
	Civil Air Patrol	12
	Other Educational Programs	12
	Community College of the Air Force	12
	Air Force Institute of Technology	12
	Professional Continuing Education	13
	Air Force Institute of Technology	13
	Curtis E. LeMay Center for Doctrine Development and Education	14
	Ira C. Eaker College for Professional Development	14
2	FACULTY	15
	Military Faculty	15
	Employment and Affirmative Action	16
	Civilian Faculty	17
	Ad Hoc Faculty Advisory Committees	18
	Recruitment and Appointment of Faculty	19
	Probationary Period for Civilian Faculty	19
	Academic Rank	20
	Promotion and Retention of Faculty	20
	Teaching Effectiveness	20
	Scholarship, Research, and Publication	20
	Service	21
	Tenure	21
	Reappointment	21
	Termination and Non-Reappointment	21
	Emeritus Status	22
	Access to Personnel Records	22
	Faculty Organization and Responsibilities	22
	Accreditation Reviews	23
	Faculty Teaching and Other Duties	23
	Administrative Duties	25
	Faculty Development	26
	Faculty Portfolios	26
	Civilian Faculty Performance Evaluations	26
	Evaluation Process	26

<i>Chapter</i>	<i>Page</i>
	Civilian Performance Appraisal System 27
	Performance-Based Salary
	Adjustments 27
	Academic Awards and Recognition 28
	AETC Educator of the Year Awards 28
	Gen Muir S. Fairchild Educational
	Achievement Award 29
3	HUMAN RESOURCE POLICIES,
	BENEFITS, AND ENTITLEMENTS 31
	Automobile Parking on Campus 31
	Beverages, Food, and Smoking 31
	Community Volunteer Activities 32
	Obligation of Funds 32
	Computer/Electronic Security 33
	Internet and Electronic
	Mail Transmissions 33
	Protecting Classified Data 34
	Disaster Preparedness 35
	Dress Code 35
	Drug-Free Workplace 36
	Emergency Leave Procedures 36
	Foreign Disclosure 36
	Fund-Raising 36
	Grievance Procedures 37
	Hospitalization and Medical Insurance 37
	Injury Compensation and Medical Care 38
	Life Insurance 38
	Nepotism 39
	Physical Examinations 39
	Retirement 39
	Retirement Age 39
	Deferred Retirement 40
	Retiree Health Insurance Programs 40
	Retiree Life Insurance Programs 41
	Government Pension Offset 41
	Refunds of Contributions at Separation 41
	Thrift Savings Plan 42
	Security Passes, Identification Badges,
	and Building Access 42

CONTENTS

<i>Chapter</i>		<i>Page</i>
	Sponsoring Visitors and Guests to Air University	43
	Telephone Usage	44
	Temporary Duty/Travel	44
	Unemployment Compensation	44
	Use of Facilities	45
	Vacations, Leaves, and Absences	45
	Vehicles Privately Owned or Rented	46
	Visits by Foreign Nationals	46
4	GOVERNANCE	47
	Advisory Boards	47
	Air University Board of Visitors	47
	Air University Command Board of Advisors	47
	Academic Policies	48
	Academic Freedom	48
	Nonattribution	50
	Academic Integrity	50
	Political Activities of the Faculty	51
	Media Contacts	51
	Outside Activities	52
	Consulting and Other Outside Employment	52
	Personal Use of Government Resources	54
	Participation in Professional Associations and Activities	54
	Honoraria	56
	Copyright Policy and Procedure	56
	Audiotaping and Videotaping	56
	Guest Speakers	56
	Academic Honor Code	57
	General Principles and Policy	57
	Cheating	58
	Plagiarism	58
	Misrepresentation	58
	Air University Code of Ethics	59
	Professional and Unprofessional Relationships	59
	Reporting Faculty Misconduct	60

<i>Chapter</i>		<i>Page</i>
5	ACADEMIC SUPPORT SERVICES	61
	Air Force Historical Research Agency	61
	Air Force Public Affairs Center of Excellence	61
	Warfighting Applications Directorate	62
	Air Force Research Institute	62
	Muir S. Fairchild Research Information Center (formerly Air University Library)	63
	Air University Press	63
	Air University Television	64
	Warfighting Education Directorate	64
 <i>Appendix</i>		
A	Acronyms and Initials of Terms	65
B	Useful Publications	71
C	Telephone Numbers of Muir S. Fairchild Research Information Center	79
D	Internet Addresses of Air University and Other Organizations	83
E	Degrees Awarded by Air University	85
F	Suggested Contents of Faculty Portfolio	87
	INDEX	89

Foreword

Air University is the intellectual and leadership center of the US Air Force, and the academic heart of Air University is its faculty. As an Air University faculty member, you are part of a distinguished group of educators and administrators charged with developing and inspiring our nation's future military leaders. The *Air University Faculty Handbook* describes policies, procedures, and other matters pertinent to faculty, students, and the academic mission. Its overview of Air University's diverse programs allows you to understand how your duties and responsibilities fit within the larger picture.

Numerous Air Force and Department of Defense regulations and directives govern Air University. The handbook refers briefly to many of these documents and provides links. Although the handbook is a useful guide and source of information, you may need to consult other directives for more detailed information and/or interpretations.

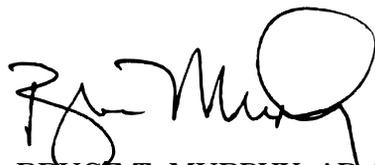
I think you will find the *Air University Faculty Handbook* a useful reference, and I recommend you keep it near at hand. Thanks for being a member of the team and helping make Air University the intellectual and leadership center of the US Air Force.



ALLEN G. PECK
Lieutenant General, USAF
Commander, Air University

Preface

The *Air University Faculty Handbook* is designed to help faculty members become familiar with the general organization and policies of Air University. The handbook's compilers coordinated it with the entire Air University staff and all school commandants/commanders for consensus and accuracy as of the date of publication. For current schedules, see the appropriate college or school publications and Air University's home page on the Internet, as well as other sites linked to it. The Maxwell Air Force Base Civilian Personnel Flight is the primary local source of authoritative information and interpretation of civilian personnel policy and procedures.

A handwritten signature in black ink, appearing to read 'Bruce T. Murphy', with a large, stylized circular flourish at the end.

BRUCE T. MURPHY, AD-28
Chief Academic Officer
Air University

Chapter 1

Institutional Purpose and Organization

Established in April 1946, Air University (AU) provides a single military organization that concentrates all of its energies on developing the leadership, strategies, concepts, and doctrines necessary for winning future wars. To this end, it continuously revises course content and subject matter at its various schools to keep abreast of current technologies, international situations, and military concepts and capabilities. Air University also attempts to avoid traditional thinking in the development of course content, lest the Air Force fight future conflicts as it fought previous wars. As Gen Muir S. Fairchild, the first AU commander, once put it, Air University is a prewar educational system—not a postwar school. Considerable organizational growth and change marked the ensuing years at Air University, as the command moved closer to becoming the center of Air Force education. For additional information on the history of Air University, visit the history link on the AU home page, <http://www.maxwell.af.mil/au>. Air University has received accreditation from the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; telephone number 404-679-4501) to award the undergraduate and graduate degrees listed in appendix E.

Mission

Air University provides the full spectrum of Air Force education, from precommissioning to the highest levels of professional military education (PME), including degree granting and professional continuing education (PCE) for officer, enlisted, and civilian personnel throughout their careers. The university's PME programs educate airmen on the capabilities of air and space power and its role in national security. The programs also develop the knowledge and abilities needed to employ, command, and support air and space power at the highest levels. Specialized PCE programs provide scientific, technologi-

cal, managerial, and other professional expertise to meet the needs of the Air Force. Air University conducts research in air, space, and cyberspace power; education; leadership; and management. The university also provides citizenship programs. Air University conducts resident and distance-learning professional military and continuing education, as well as graduate education for officers, enlisted personnel, and Department of Defense (DOD) civilians to prepare them for command, staff leadership, and management responsibilities. Personnel from other services in the DOD and from other government agencies also attend Air University. International officers from more than 100 countries have studied in AU schools. The university prepares students to serve in USAF assignments, foreign air forces, and other governmental positions. Air University includes all major Air Force education programs except the US Air Force Academy, which is a separate unit under Headquarters US Air Force.

Air University plays a vital role in fulfilling the mission of the USAF by serving as its intellectual and leadership center. To defend national interests and to achieve the national objectives, the Air Force must maintain a corps of professionals (officers, enlisted personnel, and civilians) who are knowledgeable about war and the military arts and sciences. Air University contributes to the development of this knowledge through its professional and specialized education programs, research and doctrinal studies, and degree programs, both at Air University and at civilian educational institutions. Air University primarily serves USAF commissioned officers and enlisted personnel by providing educational opportunities throughout their military careers.

Command Organization

Air University is a major component of Air Education and Training Command (AETC), headquartered at Randolph AFB, Texas. Most AU programs are found at Maxwell AFB, Alabama. Maxwell's Gunter Annex, also in Montgomery, houses some programs, as does Wright-Patterson AFB, Ohio (near Dayton). In addition, Air Force bases across the continental United States

feature its academies for noncommissioned officers, and over 140 college and university campuses throughout the United States and Puerto Rico house its detachments of the Air Force Reserve Officer Training Corps. Air University reaches personnel on military installations worldwide through airman leadership schools, distance learning, and the Community College of the Air Force.

The university's command organization includes the commander, vice commander, and their staffs. The commander, a lieutenant general (three-star), holds a position much like that of a chancellor of a multischool, multicampus university. The role of the vice commander, a major general (two-star), mirrors that of a vice chancellor. Key staff functions include the chief academic officer, chief of information technology, director of plans and programs, director of financial management, director of personnel, director of the history office, inspector general, and the staff judge advocate. One should not confuse the roles of the key staff functions and the chain of command in the organization. The chain of command for faculty members is very clear and extends from the faculty to their department chair, to the dean, to the school commandant, to the Air University commander.

Academic Office

The chief academic officer, the ranking civilian at Air University, serves as the university's principal academic advisor. This person advises the Air University commander on all issues related to the university's academic functions and educational programs, including officer accessions, professional military education, professional continuing education, and all degree-granting programs. The chief academic officer also advises the commander on all matters relating to the planning and integration of curriculum into the Air Force continuum of education and is responsible for the AU Board of Visitors, the Command Board of Advisors (CBOA), and the AU Educational Program Review Board. The Academic Office includes the AU registrar, who maintains all resident and distance-learning academic records, issues diplomas, and provides an archival data trail for Air University's PME schools.

Information Technology

The chief of information technology serves as the AU commander's focal point for employing information technology at the university. This person represents the information technology interests for the AU mission at boards and panels of Air Force major commands and advises and assists AU commanders, commandants, and staff members on communications/computer systems requirements. The chief of information technology is also responsible for the design, development, implementation, and sustainment of Air University's information, computer, and communications support infrastructure and develops the university's tactical and strategic plans for information technology.

Plans and Programs

This office advises the AU commander on all issues relating to the operation of the university's schools and colleges and on all matters relating to strategic planning and guidance. It also prepares the AU portion of the AETC program objectives memorandum (POM) in the planning, programming, and budgeting execution (PPBE) process and obtains resources to support AU colleges, schools, and programs.

Financial Management

This office maintains resource accountability, provides guidance, and establishes resource-management policy for all AU and associate units' financial resources. It also develops resource requirements for all university schools, directly supporting all officer accessions, PCE, PME, academic education, and distance-learning programs. The office is responsible for all AU financial accounting services for the Maxwell AFB-Gunter Annex community.

International Affairs

The Director of Air University International Affairs (HQ AU/IA) is responsible for oversight of all AU international programs including, but not limited to, international professional military

education (PME) students, international personnel exchanges, visits, foreign disclosure, and other programs involving contact with foreign militaries, foreign governments, international organizations or their representatives. Additionally AU/IA serves as director of International Officer School and commander of Education Support (ESS/CC) for the Spaatz Center for Officer Education.

Personnel

The director of personnel (AU/A1) is the personnel advisor to the AU commander and all the AU school commanders. The AU/A1 manages officer and enlisted special utilization assignments, senior officer management, special awards, squadron commander boards, and developmental education selection. The AU/A1 oversees commander support functions for 300+ members assigned to Headquarters Air University and two AU organizations. The office is responsible for managing all unit type code (UTC) requirements in support of the Air Expeditionary Force mission for Headquarters Air University and all 37F and 3S0 requirements for all AU schools.

Staff Judge Advocate

This office closely mirrors the general counsel at most civilian universities. It oversees the full spectrum of faculty, student, and academic program actions to insure they conform to federal law as well as DOD and Air Force regulatory guidelines. Such actions include faculty appointment, advancement, and termination; use of appropriated funds; student enrollment/disenrollment actions; copyright reviews; student surveys; degree and accreditation matters; and investigations/inquiries, as well as any resulting disciplinary or corrective actions.

Academic Organization

Air University has become the center of air, space, and cyber-space power education, not only for the Air Force but also for other branches of the US armed forces, US government civil-

ians, and many international military organizations. Academically, the university's mission areas include professional military education, accessions, academic education, professional continuing education, and—at the Civil Air Patrol and Junior Reserve Officer Training Corps—educating for citizenship.

Reorganization into Academic Centers

In 2007, a reorganization of Air University occurred that brought together many academic schools and functions under specific centers. The Spaatz Center for Officer Education now contains the Air War College, the School of Advanced Air and Space Studies, Air Command and Staff College, Squadron Officer College, International Officer School, USAF Fellows, and the Education Support Squadron. The Barnes Center for Enlisted Professional Education now contains the College for Enlisted Professional Military Education, the First Sergeant's Academy, and the Community College of the Air Force. The Jeanne M. Holm Center for Officer Accessions and Citizen Development contains the Officer Training School and the Air Force Reserve Officer Training Corps. The Curtis E. LeMay Center for Doctrine Development and Education contains the former Air Force Doctrine Center and the former College of Aerospace Doctrine, Research, and Education. Air University's primary professional military, continuing, and advanced education programs are addressed below.

Professional Military Education (PME)

Air University's professional military schools prepare junior, midcareer, and senior noncommissioned and commissioned officers and civilians for progressively more responsible positions throughout the USAF and DOD. All colleges, schools, and programs operate within the framework of the USAF continuum of education, a coordinated and integrated educational system that links curricula across Air University so that each college, school, and program builds on the education provided at the previous level. This continuum is an integral part of a larger USAF continuum of learning.

The Thomas N. Barnes Center for Enlisted Education provides the educational foundation for promotion, increased leadership responsibilities, and commitment to the profession of arms. This institution develops and maintains curriculum and educational support material for 68 airman leadership schools (ALS), 10 noncommissioned officer academies (NCOA), the Senior Noncommissioned Officer Academy (SNCOA), and the Chief's Leadership Course (CLC).

Located at most operational wings, ALSs prepare selected junior enlisted members for supervisory duties and foster a commitment to the profession of arms. The schools provide these enlisted members with information about the profession of arms, leadership, and communication skills. The center also offers a distance-learning course for Guard and Reserve members unable to attend in residence.

The Barnes Center operates 10 NCOAs located throughout the continental United States. The academies offer a 28-day academic course to prepare noncommissioned officers for positions of increased responsibility by broadening their leadership and supervisory skills and expanding their perspective of the military profession. Like the ALSs, the NCOAs teach leadership and communication skills, but in much greater depth, and offer a distance-learning course for Guard and Reserve members unable to attend in residence.

The SNCOA at Maxwell AFB–Gunter Annex adds an additional layer of professional polish on senior enlisted leaders from the USAF, selected individuals from other services, and selected international senior NCOs. The academy's six-week program expands the leadership capabilities of senior enlisted leaders and reinforces their commitment to the profession of arms as part of a dedicated and professional team. The center offers two distance-learning options for active duty (E-7 only), Guard, and Reserve members—an interactive distance-learning course via CD-ROM or the Internet.

The Chief's Leadership Course, also located at Maxwell AFB–Gunter Annex, was established to provide a strategic perspective of the Air Force and its mission to newly selected chief master sergeants. The resident-only curriculum is divided into three areas: (1) the developing chief master sergeant, (2) the

expeditionary chief master sergeant, and (3) the senior enlisted leader/manager.

Carl A. Spaatz Center for Officer Education directs, integrates, synchronizes, and supports a continuum of officer professional military education, research, and outreach that produces leaders who effectively articulate, advocate, and employ air, space, and cyberspace power in a joint and multinational environment.

Squadron Officer College (SOC). Professional education at Air University for company grade officers (lieutenants and captains) spans roughly the first seven to 10 years of their careers. Air University's Squadron Officer College includes two resident schools: Air and Space Basic Course (lieutenants) and Squadron Officer School (captains). In addition SOC offers a distance-learning program.

Newly commissioned officers and selected civilians attend the Air and Space Basic Course (ASBC). Taught at Maxwell AFB, this course represents the first step in officer PME and is designed to inspire new USAF officers to comprehend their roles as Airmen who understand and live by USAF core values; to articulate and advocate what air, space, and cyberspace power bring to the fight; and to be dedicated warriors in the world's most respected air, space, and cyberspace force. The curriculum explores the foundations of air and space doctrine, history, the USAF core competencies, and the employment of air and space power.

Founded in 1950, Squadron Officer School (SOS) is the USAF company grade officer leadership course. Offered to captains between years four and seven of their careers, selected civilians, and international officers, this program prepares airmen to lead air, space, and cyberspace power in an expeditionary war-fighting environment by teaching the elements of warrior leadership and dynamic followership in a variety of exercises. Using the warrior-leader as the principal theme, the program teaches students to develop both problem-solving and team-building skills in a dynamic environment.

Air Command and Staff College (ACSC). As the Air Force's intermediate PME school, ACSC prepares US and international

field-grade officers (majors or equivalent) and US civilians to lead in developing, advancing, and applying air, space, and cyberspace power across the spectrum of service, joint, and combined military operations. The college fulfills this mission through a 10-month resident course as well as correspondence and seminar versions of the distance-learning program. The interdisciplinary curriculum focuses on joint campaign planning; air operations to support the joint force commander; and command, leadership, and staff responsibilities. Air University confers the degree of Master of Military Operational Art and Science upon graduates of ACSC who fulfill the requirements for that degree. ACSC also offers a recently developed master's degree-granting version of its distance-learning program.

School of Advanced Air and Space Studies (SAASS). This school produces tomorrow's air, space, and cyberspace power strategists. A small, highly qualified faculty teaches a graduate-level curriculum in the theories, history, applications, analysis, design, and articulation of air, space, and cyberspace strategies, operational concepts, and related policies to a small group of carefully selected intermediate-service-school graduates. Upon successful completion of 11 months of course work; production of a formal thesis that meets accepted standards of research, analysis, and expression; and successful completion of comprehensive examinations, graduates receive a Master of Airpower Art and Science degree.

Academic Centers. The Academic Centers located within the Spaatz Center provide a focused capability that meets both the requirements of Air University and an external sponsoring agency. As such, centers are formed to create focused research and Professional and Continuing Military Education curriculum support on a subject of particular educational importance. They also leverage the academic expertise of resident faculty and students in support of Air Force or Department of Defense research objectives. Centers enhance the prestige of AU through their research and outreach programs within the larger military and academic communities. Currently, the following centers support this mission: Air Force Culture and Language Center (to include the Air Force Negotiation Center of Excellence and the Behavioral Influences Analysis Center), Air Force Counter

Proliferation Center, Air Force Public Affairs Center of Excellence, Air University Center for Strategy and Technology, Air War College National Space Studies Center and the Air War College Cyberspace and Information Operations Study Center.

Air War College (AWC). Founded in 1946, Maxwell's Air War College—the senior school in the Air Force PME system—prepares senior officers to lead at the strategic level in the employment of air, space, and cyberspace forces, including joint operations, in support of national security. The 44-week curriculum, consisting of core and elective courses, educates US officers in the grades of lieutenant colonel and colonel or equivalent from all branches of the armed forces, international officers, and civilians of equivalent rank from US government agencies in war-fighting and national security issues, with emphasis on the effective employment of air, space, and cyberspace forces in joint and combined combat operations. The college also conducts correspondence and seminar versions of the distance-learning program. Air University confers the degree of Master of Strategic Studies upon graduates of the Air War College resident program who fulfill the requirements for that degree.

Education Support Squadron (ESS). Created by the reorganization of Air University in 2008, the Education Support Squadron provides support functions for developing and executing the Spaatz Center mission. Key mission areas include plans and programs, financial management, personnel, curriculum production, academic program evaluation, training, and scheduling. Additionally, the International Officer School and USAF Fellows are assigned to the ESS. The Commander of the ESS is also director of the International Officer School and Director of AU International Affairs.

Accessions and Citizenship Programs

The Jeanne M. Holm Center for USAF Officer Accessions and Citizen Development provides coordinated leadership and policy direction for two of the three Air Force commissioning programs: Air Force Reserve Officer Training Corps and Officer Training School. In addition to its accessions programs,

the Holm Center includes programs that instill citizenship values through the Civil Air Patrol and the Air Force Junior Reserve Officer Training Corps.

USAF Officer Training School (OTS). The mission of the USAF Officer Training School is to produce USAF officers of character who possess the American warrior ethos, are prepared to lead airmen, and embody the USAF core values. OTS is a group-level command that executes its mission through three squadrons: the 24th Training Squadron, responsible for basic officer training (BOT); the 23rd Training Squadron, responsible for commissioned officer training (COT); and both supported by the 22d Training Support Squadron. The BOT program consists of a 60-training-day syllabus focusing on leadership development and preparing officer trainees for the military, professional, and physical requirements of Air Force commissioned service. Presently BOT commissions about 600 officers per year for the active duty and reserve components. The COT program consists of a 23-training-day syllabus, also focused on leadership development, for direct-commissioned officers ranking from second lieutenant through lieutenant colonel. Currently COT produces about 1,100 USAF health professionals, judge advocates, chaplains, and recipients of medical scholarships for the active duty, reserve, and Air National Guard components who have already received USAF commissions based upon their professional credentials.

The Air Force Reserve Officer Training Corps (AFROTC) is the Air Force's largest and oldest source of commissioned officers. In addition to detachments on 144 college and university campuses, more than 984 additional schools offer the program under crosstown agreements that allow students to attend AFROTC classes at a nearby institution that hosts a corps detachment. The AFROTC commissions approximately 2,100 officers per year. The corps also commissions enlisted members through its Airman Education and Commissioning Program.

Air Force Junior Reserve Officer Training Corps (AFJROTC). The Holm Center administers the Air Force Junior Reserve Officer Training Corps program. Public law, USC Title 10, Sec 2031, provides program guidance and mandates each

service shall have a JROTC program. The purpose of the program is to teach self-confidence, self-esteem, teamwork, leadership, and the importance of community service to high school students above the eighth grade. AFJROTC provides character development and citizenship training through a balance of aerospace/science, leadership/personal management, and wellness curriculum tailored to high school youth. AFJROTC is offered at more than 865 high school campuses throughout the nation, in Guam and Puerto Rico, as well as 15 selected US DOD dependent schools overseas.

Civil Air Patrol (CAP). Chartered by Congress as the official auxiliary of the Air Force and headquartered at Maxwell AFB, this private, nonprofit organization provides emergency service, air and space education, and a cadet program. A USAF liaison staff provides advice and assistance to the CAP full-time corporate staff.

Other Educational Programs

Many USAF members further their academic education through three Air University agencies—the Community College of the Air Force, the Air Force Institute of Technology, and the School of Advanced Air and Space Studies.

Community College of the Air Force (CCAF) (part of the Barnes Center). With more than 374,000 registered students worldwide, the Community College of the Air Force is the world's largest community college system. With administrative offices at Maxwell AFB, the CCAF has affiliated schools in 36 states, the District of Columbia, five foreign locations, and one US territory. As the only federally chartered, degree-granting institution dedicated exclusively to enlisted personnel, the college offers a unique opportunity for enlisted members to earn a job-related, two-year degree. The Community College of the Air Force's unique military-civilian partnership fuses USAF technical and professional military education with general education from regionally accredited civilian institutions.

Air Force Institute of Technology (AFIT). Located at Wright-Patterson AFB near Dayton, Ohio, the Air Force Insti-

tute of Technology offers graduate programs and professional continuing education courses to members of the Air Force and other DOD agencies. The North Central Association of Colleges and Schools has accredited the AFIT to grant degrees to the doctoral level. It offers master's degrees in logistics management, acquisition management, information resource management, engineering and environmental management, systems engineering, space operations, and operational analysis. The institute also offers master's and doctoral degrees in aeronautical engineering, astronautical engineering, materials science and engineering, engineering physics, nuclear engineering, electrical engineering, computer engineering, applied mathematics, operations research, and computer systems. The AFIT also conducts research focused on USAF and DOD problems. Research programs include both externally sponsored grants and institutionally supported programs. Some personnel policies and support activities at the AFIT may differ from those mentioned in this handbook. Readers interested in those and other pertinent topics at that institution should consult the Air Force Institute of Technology's own faculty handbook.

Professional Continuing Education (PCE)

Resident and distance-learning continuing education remains an important part of the careers of USAF enlisted, officer, and civilian personnel. Air University offers short courses of continuing education in different USAF specialty areas through the Air Force Institute of Technology; the LeMay Center for Doctrine Development and Education; and the Ira C. Eaker College for Professional Development.

Air Force Institute of Technology (AFIT). Two resident schools at the AFIT offer short, specialized courses in PCE and expert consultation services to Air Force commanders and their staffs. The Civil Engineer and Services School provides engineering, environmental, services, and management courses to customers throughout the DOD and other federal agencies. The School of Systems and Logistics educates managers and professionals to apply modern management techniques to im-

prove quality, productivity, and readiness, and to prepare them for higher levels of responsibility.

Curtis E. LeMay Center for Doctrine Development and Education. Maxwell's LeMay Center carries on the traditions of the Air Corps Tactical School, which trained future leaders of the US Air Force and whose faculty formulated the basic doctrine and concepts of US airpower in the 1930s. The center's staff provides the Air Force with research, critical analysis, and original thought on air and space doctrine and concepts; furnishes operational war-gaming support for USAF, joint, and combatant commands, as well as educational war gaming in support of PME requirements; educates DOD personnel on the employment of air and space power in the modern world; and offers both resident and distance-learning courses. The center includes the Air Force Wargaming Institute, Warfighting Education Directorate, Intelligence Directorate, and Plans and Operations Directorate.

Ira C. Eaker College for Professional Development (CPD). The college provides professional continuing education and technical training to USAF and other DOD personnel, as well as international officers. It offers 77 courses—varying in length from three days to six weeks—for chaplain assistants; chaplains; wing, group, and incident commanders; military and civilian personnel and manpower managers; comptrollers; family support center personnel; international officers; first sergeants; and historians. The college awards USAF specialty codes to historians and chaplain assistants. As part of the CPD, the International Officer School supports PME by conducting five classes of six weeks' duration each year to enhance international officers' understanding of the United States and to prepare them to attend Air War College, Air Command and Staff College, or Squadron Officer College.

Chapter 2

Faculty

The academic heart of Air University is its faculty, made up of carefully selected civilians and military personnel who teach, conduct research and consultation, and perform service to the Air Force, Air University, and the professional community. As representatives of academic disciplines and the profession of arms, faculty members are responsible for curriculum development, instruction, research, service, and professional development in their areas of competency in support of Air University's educational programs. Specific focus and emphasis for faculty members will depend on the educational setting to which they are assigned; however, faculty members are encouraged to actively share their expertise throughout the university's educational programs.

Military Faculty

The military faculty includes commissioned and noncommissioned officers of various ranks who normally teach at Air University for three to four years. Military personnel are assigned as faculty to the various colleges and schools by the Air Force Personnel Center. Air University works closely with the center to ensure that highly qualified faculty members are assigned to meet the mission requirements of its colleges and schools. The Air Force classifies and assigns military personnel worldwide as equitably as possible to ensure a high state of readiness and the availability of highly qualified personnel to meet the requirements of each of the AU schools. The Air Force also recognizes a need for special-assignment considerations to take care of people with exceptional needs. Additional requirements for military instructors include:

- Outstanding record without recent (top five performance reports) quality force indicators
- Completed master's (or specialized) degree (ACSC, AFIT, AWC, SAASS, and AFROTC)

FACULTY

- Physical Fitness Test score of 75+ and no long-term profiles
- Must present a positive image in uniform, as specified by Air Force Instruction (AFI) 36-2903
- Must meet PME requirements for the duty assigned at the time of selection
- A high percentage should be graduated commanders, as they are preparing officers to fill those leadership roles (ACSC and AWC)
- An equally high percentage should have recent experience at a major command (MAJCOM) headquarters or higher, with emphasis on Headquarters USAF, Joint Chiefs of Staff, and combatant command staffs, as they are preparing officers to serve in complex joint environments (ACSC and AWC)
- Recent deployment experience (highly desired by all schools)
- Potential Faculty Code (PFAC) of 1 or 2 (ASBC and SOS only)
- A minimum of four years' active commission time—OTS, AFROTC, and SOS
- ACSC requires O-4s to have one year time in grade by their release-no-later-than date (RNLTD).

Employment and Affirmative Action

Air University fills its civilian positions based on merit and qualifications without discriminating on the basis of race, color, religion, sex, national origin, age, marital status, disability, political affiliation, or other nonmerit factors. The university has developed affirmative action programs that represent minorities, women, and persons with disabilities at all grade levels, in every employment category, and in every major organizational element.

Respect for people is a fundamental Air Force principle. Air University incorporates this principle in an operating style that creates a working climate that inspires trust, teamwork, and pride. The attitudes and actions of faculty members are critical in sustaining this climate. Faculty members must remain alert to potential violations, conscientiously avoid favoritism, and unhesitatingly address issues brought to their attention. Un-

fair treatment or unlawful discrimination of any kind at any time will not be tolerated. The university also enforces a policy of zero tolerance of sexual harassment.

Civilian Faculty

Strategies for recruiting and retaining civilian faculty are based in large measure on the particular needs of each school. To meet these needs, Air University uses four types of hires or approaches to hiring with regard to civilian faculty: excepted-service, schedule-A appointment; excepted-service, schedule-B appointment; competitive-service appointment; and Intergovernmental Personnel Act (IPA) appointment. This chapter briefly describes each type of hire or appointment; however, questions about specific details should be addressed to the Civilian Personnel Flight. In general, excepted-service faculty members and those hired under authority of the IPA primarily teach at professional military education schools and the graduate-education school of AFIT. Competitive-service faculty members primarily teach professional continuing education courses, although some teach in professional military education. Excepted-service faculty members also teach professional continuing education courses at AFIT. All faculty members are encouraged to learn the details about the uniqueness of their type of appointment.

Excepted-service, schedule-A faculty appointments are often referred to as Faculty Pay Plan or “administratively determined” positions. Air University recruits, pays, and advances or separates excepted-service, schedule-A faculty based on their teaching, research/publishing efforts, and service. These positions are not classified and therefore are not paid in the same way as other Civil Service positions throughout the federal government. Rather, Headquarters USAF establishes their pay schedule. Rank structure ranges from instructor to professor, with additional ranks for administrative positions such as college deans. Each rank has a pay range. An entry-level salary is established commensurate with the individual’s qualifications as determined by Air University. Initial appointment for faculty hired under schedule A is up to three years, with options to extend the appointment. School commandants also may appoint

visiting faculty at the appropriate rank under excepted service, schedule A (Faculty Pay Plan). Normally, such a visiting appointment is for only one year, but the commandant may extend it.

Excepted-service, schedule-B faculty appointments resemble those in competitive service. These positions are classified and thus paid from the General Schedule, a government-wide salary schedule. Also, employees must meet qualification standards of the Office of Personnel Management (OPM). Like schedule-A faculty, those hired under schedule-B authority usually receive initial appointments of up to three years. They may be reappointed indefinitely in increments of up to three years. At PME schools, schedule-B faculty augment the schedule-A faculty by providing the expertise in a particular area of the curriculum needed at a particular time.

Competitive-service faculty members are subject to all the normal entitlements of Civil Service employment. They are subject to the Classification Act and must meet OPM qualification standards. Once they complete a one-year probationary period and three years of continuous service, they become career employees, which means they enjoy safeguards to enhance their continued federal employment.

Faculty hired under the provisions of the IPA are “on loan” from eligible institutions and may teach at Air University for up to four years in this special status. They append the term *visiting* to their title. Air University develops a memorandum of agreement with the eligible institution that outlines the specifics of reimbursement for salary and benefits.

Ad Hoc Faculty Advisory Committees

Ad hoc faculty advisory committees are formed by AU colleges for the purpose of making recommendations concerning the reappointment and promotion of civilian faculty members assigned to the respective college, as well as making recommendations on other civilian faculty appointment issues as may be directed by the college. Following are fundamental requirements for faculty advisory committee membership:

- Civilian membership on the committee is limited to Faculty Pay Plan (FPP) faculty who are senior in rank and

years of service at the college to the applicant being considered for reappointment or promotion.

- Primary voting membership of the committee must be comprised of an appropriate mix (determined by the college) of civilian FPP and military faculty members.

Beyond these requirements, each AU college has latitude in the configuration of its advisory committees and in the instructions provided to them for making their recommendations.

Recruitment and Appointment of Faculty

Air University employs a rigorous recruitment and screening process to obtain its faculty and is equally rigorous in making decisions concerning promotion, tenure, and termination. The AU commander has designated the AU chief academic officer as the focal point for such concerns.

Faculty hiring is a responsibility of each educational activity (e.g., AWC, ACSC, and AFTT). In consultation with the chief academic officer, the AU college or school determines the need for new faculty and initiates a search for applicants.

General criteria used for evaluating candidates for initial appointment include professional competence, as evidenced by educational achievement and experience (degrees earned or other professional recognition); academic activity and service; publishing record; evidence of effective teaching and demonstrated performance; reputation in a field of academic or professional specialization; and promise of significant contribution to the mission and operation of Air University.

Probationary Period for Civilian Faculty

All civilian faculty members new to federal service serve a one-year probationary period. After completing nine months of his/her initial appointment, the faculty member's supervisor evaluates the faculty member's performance and advises the organization's senior rater whether the supervisor intends to terminate the appointment at the one-year point or continue as specified in the original appointment. Civilian faculty members

should refer to their respective organizations for details on how the probationary process.

Academic Rank

Air University faculty members may hold one of four academic ranks: instructor, assistant professor, associate professor, or professor (except certain faculty categories at AFTT). Academic rank may be granted to civilian and military personnel who qualify under the provisions of AFI 36-804, *Civilian Faculty Pay Plan for Air University and the USAF Academy*; AU Supplement 1 to AFI 36-804; and Air University Instruction (AUI) 36-2314, *Academic Rank*. Air University academic titles supplement but do not replace official duty titles. New AU faculty members do not automatically receive rank held in other educational institutions.

Promotion and Retention of Faculty

The three primary criteria used by the university in assessing nominations for promotion to a higher academic rank are teaching effectiveness, research and professional accomplishments, and service to the institution.

Teaching Effectiveness

Elements of this criterion include vitality and effectiveness of classroom presentation, course and curriculum development, thoroughness of preparation, and student learning. Measures used to assess effectiveness include supervisor, peer, course, and student evaluations, as well as other sources that identify the quality of instruction. The faculty member must demonstrate excellence and involvement as a teacher and reflect qualities essential in the faculty at a university level.

Scholarship, Research, and Publication

These categories include work efforts outside the classroom, such as research; writing, reviewing, and editing books, jour-

nal articles, and reports; and presenting papers and briefings to professional organizations, societies, and symposia. Air University expects faculty members to continue their scholarly writing and publication after arrival at the university.

Service

This criterion includes service to the college or school, university, Air Force, and professional communities. It may take the form of participation in committee work, student counseling, academic administration, faculty governance, consulting, participation in professional organizations, leadership in faculty development programs, curriculum and program management, temporary assignment to other USAF organizations, and similar undertakings.

Tenure

As of 1 May 2003, no new faculty will be offered a tenure track appointment with the exception of AFIT. Faculty members tenured before 1 May 2003 (except AFIT) have appointments without time limitations.

Reappointment

The commander of Air University must approve civilian faculty reappointments. All faculty members who have met expectations as outlined in their faculty work plans should anticipate being reappointed. Reappointment in and of itself does not guarantee a pay increase. Faculty members may be reappointed for a period of one to five years. (Note: reappointment does not apply to faculty members who were previously granted tenure when that program was in effect at Air University.)

Termination and Non-Reappointment

The AU commander determines whether to renew the appointment of an untenured civilian faculty member. If the commander decides not to renew an appointment, the affected fac-

ulty member receives written notification in accordance with procedures developed by the AU commander. In such cases, affected individuals receive at least 12 months' notice of termination. A civilian faculty member should give at least six months' notice of intent to resign or retire. Civilian faculty can also be separated for cause, following the procedures contained in AFI 36-704, *Discipline and Adverse Actions*.

Emeritus Status

With the AU chief academic officer's coordination and concurrence of the AU commander, commandants may confer an honorary title consisting of the highest academic rank held followed by the word *emeritus* upon a retiring civilian member of the faculty. This title recognizes distinguished and outstanding service to Air University.

Access to Personnel Records

Air University adheres to the Air Force's Privacy Act program by providing all employees safeguards against an invasion of personal privacy, except as exempted by law.

Faculty Organization and Responsibilities

Air University actively and systematically seeks the advice of faculty members concerning administrative leadership and academic programs. This is particularly true for faculty engaged in long-term PME and education resulting in a graduate-level degree. This section applies principally to those faculty members, although it may apply less formally at any of the other educational activities that comprise Air University. Faculty should seek clarification from their supervisor, dean, director, commander, or commandant if they have questions or concerns.

As a military institution, Air University operates under the ultimate supervision of the commander of AETC. Although collegiate academic policy is determined by the AU academic office, faculty members have the authority to determine instructional strategies, specific curriculum content within overall

course objectives, and teaching methods in concert with the Air Force Instructional System Development process. Primarily responsible for developing the content of core and elective courses, faculty members sit on curriculum and faculty research committees, as well as on various other committees that deal with academic matters. In periodic department meetings and retreats, faculty has the opportunity to raise and discuss a range of academic policy issues. Additionally, department chairs and academic deans represent faculty views and interests in staff meetings, at academic board meetings, and during academic off-site meetings.

In addition to controlling the development of course content, faculty is expected to provide input into the decision-making and policy-making aspects of the continuum of education. Faculty members may make their inputs known to the AU chief academic officer through their dean and other appropriate channels.

Accreditation Reviews

Some AU schools have military and/or civilian accreditation reviews. These program evaluations deal with such items as recommended undergraduate and graduate hours of credit as suggested by the American Council on Education, Phase One and Two Joint Professional Military Education Certification, and review by the Southern Association of Colleges and Schools (SACS) or the North Central Association of Colleges and Schools (NCACS) for degree-granting schools. Faculty should consult the appropriate school or program for further information.

Faculty Teaching and Other Duties

AUI 36-105, *Faculty Development, Enrichment and Responsibilities*, outlines the general obligations incumbent on each faculty member of Air University and establishes university policy regarding faculty responsibilities. Because it is primarily a teaching institution, Air University requires its department chairs, course directors, academic deans, or another designated person in a school to shape faculty teaching assignments. Faculty members who teach usually work under the guidance of de-

partment chairs and course directors, the latter of whom supervise development of course concepts, syllabi, supporting readings, and evaluation requirements, as well as conduct and supervise prebriefs and workshops for instructors. Teaching responsibilities vary among the faculty and are school-, course-, or program-specific. Excellence in classroom teaching remains an absolute and fundamental requirement for the teaching faculty. Further, faculty in PME schools and the graduate education school of AFIT often supervise significant research projects, and evidence of such supervision may appear in the record of faculty seeking promotion.

Each faculty member must provide service to the Air Force, Air University, and the professional community. Such service may include consulting (within the scope of USAF policy directives and instructions and DOD directives); service in faculty governance, curriculum, and program management; and temporary assignment to other USAF organizations. All graduate-level civilian faculty must perform academic duties in the areas of teaching, research and writing for publication or other approved scholarly or consulting activity, and service.

Both civilian and military faculty members assist department chairs or other supervisors in planning and executing the appropriate course of study. They may also provide seminars in their areas of expertise in support of other activities, both internal and external to the schools or programs to which they are assigned. Faculty members will conduct classes and seminars in support of school or program curricula in accordance with AU standards. In general, a faculty member should expect to:

- serve as a course instructor;
- prepare and deliver lectures to classes, participate in panel discussions, and escort and/or introduce visiting lecturers;
- develop and teach elective courses that are part of the school or program;
- supervise student research;
- conduct workshops for the faculty;

- engage in curriculum development using the Instructional System Development process;
- develop instructional materials;
- conduct relevant research and write for publication or engage in appropriate consulting activities;
- execute taskings assigned by the department chairperson or course director;
- engage in academic and professional service;
- read, analyze, and critique student assignments;
- monitor, evaluate, grade, and provide comprehensive feedback on student exercises;
- attend official functions as required and maintain a close relationship with other academic and military organizations or services to remain conversant in their programs; and
- perform special taskings from commandants/commanders and higher headquarters as required.

Air University supports US national security goals by conducting international activities that further coalition war-fighting capability, enhance collective security and regional stability, and foster international cooperation. AU faculty members frequently contact international students as a result of these initiatives and participate in occasional international exchanges, visits, and so forth. The AU director of international affairs is responsible for oversight of these programs and related policies.

Administrative Duties

Faculty members perform administrative duties required for the successful conduct of instruction and departmental functioning. They may undertake other assigned duties, such as compiling reports, making inputs to long-range plans, and representing the course, department, or school at meetings and conferences. In addition to classroom instruction, faculty members may act as escort officers, project officers, and special seminar moderators or panelists, as well as prepare and deliver

lectures to outside groups. From time to time, faculty may also undertake special taskings from school commandants, the AU commander, or higher government officials.

Faculty Development

Since all AU schools utilize different approaches and unique schedules, each school has a separate program to ensure the proper preparation of newly appointed faculty members. Orientation activities address each school's organizational structure, academic curriculum, instruction, and supervision. Faculty should familiarize themselves with the representative and authoritative works listed in the Chief of Staff of the Air Force Reading List. AUI 36-105 establishes AU policy regarding faculty development and enrichment.

Faculty Portfolios

Each faculty member is strongly encouraged to develop and maintain a portfolio either in hard copy or electronic form. There is no specific university-wide format for this portfolio; however, the areas of teaching, scholarship, and service should be addressed. Appendix F contains a listing of recommended contents faculty members should consider including in their portfolios. Commanders/commandants may provide more specific guidance for the contents of faculty portfolios.

Civilian Faculty Performance Evaluations

Because of the faculty's significance to Air University's educational mission and because of the university's commitment to academic excellence, university leadership promotes and supports an academic climate in which the faculty can become active, consistent, and energetic contributors to AU programs.

Evaluation Process

AUI 36-2312 establishes policy regarding the AU evaluation process. Because no generally accepted standard set of teach-

ing competencies exists, AU schools develop sets of specific competencies to suit their instructional needs. They then develop or adopt instruments to evaluate the teaching competencies they deem important for their instructional programs. Supervisors base their assessments of faculty performance on observations made against such sets of teaching competencies and provide feedback to the faculty member as soon as practical following the evaluation.

Schools also develop feedback instruments to obtain information about faculty performance from the perspective of students. These instruments direct students to comment on such areas of instruction as clarity of lesson objectives and delivery, as well as clarification of relationships between the content of current and completed courses.

Schools may also encourage their faculty to informally seek peer feedback from a colleague and to engage in self-evaluation. Air University considers such self-evaluations private information and does not subject them to public or official audit.

Civilian Performance Appraisal System

Civilian faculty members at Air University receive annual evaluations that follow standard formats established for the Civilian Performance Appraisal Review Program, as well as evaluations that follow school or college criteria for curriculum development, research, and performance in the classroom. As another part of this process, shortly after the end of the academic year, faculty should prepare a report of their professional activities (teaching, research and writing, and service) for that academic year and forward it to the appropriate school dean or director through their immediate supervisor. All faculty members receive an assessment of their level of performance in terms of performance elements and standards. Supervisors retain any required copies of performance appraisal materials.

Performance-Based Salary Adjustments

Excepted-service, schedule-A faculty members normally receive an increase of two salary steps upon promotion from one academic rank to another. These faculty members may also

receive annual salary adjustments and cash awards based on performance. Excepted-service, schedule-B and competitive-service employees receive a two-step increase upon promotion from one General Schedule grade to another. Like schedule-A faculty, they may receive cash awards. Competitive-service and schedule-B employees also receive annual salary adjustments as provided to all federal employees from the annual federal budget appropriation. Schedule-A employees may receive the same adjustment although there is no requirement to grant them such an increase.

Academic Awards and Recognition

Both faculty and students may compete for a variety of prestigious awards. Faculty should make students aware of these awards and encourage their participation, especially by screening course papers, providing constructive criticism, and urging students to submit them for competition. If, in the opinion of the particular award committee, additional essays deserve special recognition, it may authorize honorable-mention awards or certificates in nearly every category. Faculty members should note that papers produced as the result of an AU academic requirement and entered into competition may fall into the category of "government works." Such works cannot be copyrighted and are available for use by US government agencies as desired.

AETC Educator of the Year Awards

These awards recognize faculty who have made outstanding contributions to the command's education mission during the academic year 1 July through 30 June. One officer, one enlisted, and one civilian faculty member receive recognition as an AETC Educator of the Year (see AUI 36-2313).

The Society of the Strategic Air Command, now defunct, was committed to fostering strong air, space, and cyberspace forces. Since education was the foundation for the society's programs, it honors Air University's outstanding faculty member with this annual award. Before dissolution, the Society of the Strategic Air Command furnished a grant to the Air University Foundation to fund the award annually. The Air University chief aca-

demetic officer appoints a special ad hoc selection committee to recommend one of three AETC Educator of the Year nominees to the Air University commander for this award. The chief academic officer then notifies the AU Foundation of the selection and works with the recipient's organization to arrange an appropriate presentation ceremony with a representative of the Air University Foundation.

Gen Muir S. Fairchild Educational Achievement Award

The Order of Daedalians, an organization of World War I officer pilots, their descendants, and named members, established this award in 1964 to recognize outstanding educational achievement at Air University. Lt Gen Harold L. George, USAF, retired, donated a perpetual trophy—prominently displayed in the Daedalian Room of the Maxwell AFB Officers' Club—as a memorial to General Fairchild, founder and first commander of Air University.

Presented annually, the award recognizes the most significant contribution to AU education or to Air Force education in general. It stimulates and rewards creative and outstanding achievement in military education and increases the interest of the Daedalians in furthering professional educational development with the Air Force. Individuals and working groups from AU organizations, entire units, individual students, and groups of students may compete for the award (see AUI 36-2313).

Chapter 3

Human Resource Policies, Benefits, and Entitlements

All newly hired faculty should become familiar with the many benefits and privileges that Air Force employment has to offer. No single directive or office maintains all the information concerning policies for workplace conditions. Rather, many directives and offices have a bearing on each workplace. Faculty members should confer with their supervisor or dean as soon as possible after arriving at Air University for further information concerning the areas treated in this chapter. The Air Force Personnel Center home page contains many connections to key sites that address human resource policies, benefits, and entitlement issues. Civilian faculty members are encouraged to visit this site also, as well as the Office of Personnel Management site for information about issues related to civilian personnel.

Automobile Parking on Campus

Permanent-party personnel, class presidents, and senior international officers may use a limited number of reserved parking spaces assigned by each school directorate and academic department. All other parking spaces are on a first-come, first-served basis.

Beverages, Food, and Smoking

No one may consume food and beverages in the library or any auditorium nor use tobacco products of any kind in any AU building, with the exception of family quarters and certain Visiting Officers' Quarters and recreational facilities. The Air Force discourages the use of all tobacco products and prohibits indoor use in most USAF facilities.

Community Volunteer Activities

Air University permits all federal employees to perform community service and considers such activities a civic duty and a demonstration to the community at large that federal employees care about their communities. USAF leave regulations permit civilian employees to take annual leave, leave without pay, or earned compensatory time off to perform community service during normal duty hours. When presented with such leave requests, supervisors must consider the needs of the mission and grant permission if they can spare the employee. When the employer sponsors or officially sanctions a volunteer activity, supervisors may excuse employees without charge to leave. Such instances (e.g., projects at local schools as part of the Partners in Education program) are relatively rare. The Angel Awards Program, one authorized means for promoting volunteerism, encourages employers to recognize the contributions made by volunteers in their units.

Obligation of Funds

An obligation of funds involves an administrative reservation or commitment of money set aside for a specific purpose. AU faculty and staff may not obligate or commit university funds to vendors for supplies and/or services in the name of the US government unless they have formal authorization to do so. Personnel may cite university funds in the request for orders if funds are appropriately certified.

All faculty members should become familiar with some general rules for the use of government funds:

- Dependents may not accompany DOD personnel on official business at government expense.
- Commandants, commanders, or their deputies may approve excess taxi fares or use of a privately owned conveyance when deemed most advantageous to the government (see *Joint Travel Regulations*, volume 2, chapter 2, parts C and D).

- The secretary of defense must approve first-class airline travel (*Ibid.*, part E, paragraph 2204).
- The school appoints a host officer for each speaker, determines payment (when applicable), and initiates an Air Force Form 9, Request for Purchase, to authorize and document the transaction.
- Yearly distribution of a guide letter to all AU schools identifies fund cites for speakers.
- Each speaker on invitational orders must complete a DOD Form 1351-2, Travel Voucher or Subvoucher, for processing according to standard procedures (same as military procedures). Travel claims must indicate use or nonuse of government quarters and meals, including those furnished by nonappropriated-fund activities, as well as AU protocol expenditures from organizational representation funds (ORF) or the special morale and welfare fund. Payments are “per speaker,” not “per presentation.”

Computer/Electronic Security

Before allowing access to its computer systems, AETC requires all personnel to complete four modules of computer-based training on computer security, available online. Further, Air Force Systems Security Instruction 5102, *Computer Security (COMPUSEC) for Operational Systems*, section 3.13, requires the installation and activation of antivirus software on all computers. Paragraph 3.13.4 of the instruction requires that the software scan accessed files and automatically scan all files on a recurring basis; paragraph 2.12 requires all computers to have screen savers with password protection enabled. Users must shut down unattended computers that do not have screen-saver capability. For further information, contact your computer system security officer.

Internet and Electronic Mail Transmissions

Increasing applications of information technology in government bring commensurate responsibilities and duties for

accessing, using, maintaining, and disseminating information on the Internet and by electronic mail (e-mail). The Internet, Web technology, and e-mail provide educational opportunities and applications for efficient access to and dissemination of information; however, security, privacy, and acquisition remain critical concerns.

USAF and DOD personnel using the federal government's communications systems (including base communications servers and personal computer servers) must comply with appropriate policies and procedures, including AFI 33-119, *Air Force Messaging*, and AFI 33-129, *Web Management and Internet Use*, as well as related AU supplements. Personnel may use government computers, equipment, and any communications systems to access the Internet and use e-mail only as part of official business or authorized activities and must consent to monitoring, including incidental and personal use, whether authorized or unauthorized. Users maintain sole responsibility for the content of their e-mail messages, must provide for the security of all information transmitted on the Internet, and must ensure that messages meet Air Force directives. Mass or base-wide dissemination of e-mail messages requires approval in advance by Public Affairs or the unit commander.

Failure to observe the prohibitions and mandatory provisions of policies, procedures, and instructions by military personnel constitutes a violation of Article 92 of the *Uniform Code of Military Justice (UCMJ)*. Violations by civilian employees may result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violations of related laws.

Protecting Classified Data

AU faculty must ensure national security by safeguarding classified information. With the speaker's permission, all unclassified presentations are videotaped and maintained for the academic year.

Disaster Preparedness

Tornadoes constitute the most probable peacetime emergency at Air University. Upon hearing a three- to five-minute steady tone on the base/civil defense sirens, personnel should take immediate shelter and monitor radio/television broadcasts for further instructions. In all buildings, individuals should go to an interior hallway on the first floor. Personnel will pass the all-clear signal by word of mouth. All faculty and staff should become familiar with operating instructions that cover procedures for responding to fire, bomb threats, natural disasters, major accidents, threat conditions, or nuclear explosions. Specific procedures are available and posted in each school, program facility, and building.

Dress Code

Military members must meet dress, appearance, and weight standards. USAF personnel may wear the short-sleeve blue shirt year-round, as well as flight and battle dress uniforms, including military parkas. All military personnel must wear the uniform of the day except when authorized in writing to do otherwise by the installation commander or by their host as part of training. Military grooming and appearance standards do not apply to civilian personnel.

Civilians are expected to comply with reasonable dress and grooming standards based on comfort, productivity, health, safety, and professional activity, including the infrequent requirement to wear academic regalia. Air University expects civilian personnel to dress appropriately for professional work. An open-neck sport shirt and dress slacks constitute the minimum standard for men—equivalent apparel is required for women.

Faculty members are not only responsible for complying with uniform/dress standards but also for enforcement of the standards among the students in their classes and have the authority to dismiss students from class to change into appropriate attire. Individual school student handbooks and other guidance contain information about dress codes for students.

Drug-Free Workplace

The secretary of the Air Force seeks to provide a workplace free from illegal drug use. Civilian employees with a performance, conduct, or attendance problem may be referred to the Life Skills Clinic for initial counseling. This office observes rules of confidentiality when it counsels civilian employees for drug usage.

Emergency Leave Procedures

At their discretion, approving authorities may grant emergency leave for faculty at any time, based on the individual's request/justification alone. Faculty may depart on approved emergency leave without a processed leave form if the situation so warrants. Supervisors will process the form for the faculty member on the first duty day after departure.

Foreign Disclosure

Maintaining an open atmosphere to pursue academic and research programs remains a priority at Air University, but university personnel should not disclose information, documents, or training materials to foreign governments or international organizations unless they receive approval from the Secretary of the Air Force's International Affairs Disclosure section. Faculty should follow this section's guidelines, obtain authorization from the appropriate USAF offices prior to all official and unofficial visits by non-US citizens, and refer visitors requesting information or documents to the appropriate dean or associate dean. AUI 16-102, *International Programs*, paragraph 7, provides further information.

Fund-Raising

No fund-raising activity may be conducted without proper approval. Other approvals may be required if the fund-raising activity involves the sale of food or products/services sold by other establishments on base.

Grievance Procedures

National Security Personnel System rules and regulations, as well as the equal employment opportunity program, serve to protect civilian employees. Air University has a policy of considering and disposing of matters of concern and dissatisfaction to faculty and staff at the lowest possible organizational level. It strongly encourages frank, open, and honest exchanges of information among the parties concerned. When informal solutions prove insufficient, employees may report grievances by using the appropriate grievance procedure. The Civilian Personnel Flight can provide specific information in this regard.

Military faculty members have access to the commander of Air University through their military or civilian superiors—that is, the chain of command. For academic issues, they may reach the commander via the chairperson of the appropriate academic department, the appropriate dean or director, their commandant, and, ultimately, the chief academic officer. Additionally, military faculty can consult the AU inspector general and/or the military equal opportunity and treatment section about military grievances; fraud, waste, and abuse; and reprisals.

Hospitalization and Medical Insurance

The Federal Employees Health Benefits Program is a voluntary contributory program open to all employees except those serving under a temporary appointment not to exceed one year,* those employed on a seasonal or intermittent basis, or those otherwise excluded by law or regulation. Civilian faculty members and their families may participate in two types of plans available from the Federal Employees Group Health Insurance Program: (1) government-wide plans under contract between OPM and health insurance carriers and (2) employee organization plans, available to members who have signed contracts for

*Unless they are holding a temporary appointment that, when combined with other federal service, results in continuous federal service without a break for more than one calendar year.

coverage with various health insurance providers or health maintenance organizations. Because provisions of the different insurance carriers vary, faculty should select the plan that best fits their needs and the needs of their families. Carriers receive applications for group coverage only at initial employment and during “open season” periods established by OPM once a year. Employees pay part of the cost by payroll deduction, and the agency pays a varying amount, depending on the plan selected. Faculty may continue their health insurance into retirement, provided they have been covered by a federal program (not necessarily the same plan) for the five years immediately preceding retirement. Faculty who leave employment with the federal government may pay premiums and keep insurance in force for up to 365 days.

Injury Compensation and Medical Care

Administered by the Office of Workers’ Compensation of the US Department of Labor, the Federal Employees Compensation Act provides benefits to federal employees for traumatic injuries, compensation for wage loss, medical care, and other assistance for job-related injury, illness, or death. An employee is entitled to first aid and medical care provided by any duly qualified medical practitioner or hospital of the employee’s choice for an injury sustained while in the performance of official duty. The Federal Employees Health Benefits Program will not pay medical expenses resulting from a work-related injury or disease. Employees must give their supervisor written notice of the injury. The program may deny compensation if the supervisor does not believe the injury was work-related. The burden of proof rests solely with the claimant.

Life Insurance

With few exceptions, all federal civilian employees automatically receive basic life insurance coverage unless they specifically state in writing that they do not want the insurance. A group insurance policy purchased by OPM in accordance with the Federal Employees Group Life Insurance law provides (1)

basic life insurance without a medical examination and (2) accidental death and dismemberment insurance with double indemnity for accidental death and payment for accidental loss of eyesight or one or more limbs. Additional life insurance options are available to faculty members if they purchase basic life. The amount of coverage is linked to income, age, and the particular needs of the employee.

Nepotism

Air University officials may not appoint, employ, promote, advance, or advocate the appointment, employment, promotion, or advancement of a relative in a department or division (i.e., the same chain of command) in which those officials serve or over which they exercise jurisdiction or control.

Physical Examinations

Air University may require applicants for faculty positions to undergo a physical examination prior to acceptance for employment. The university wishes to determine that prospective employees have no health condition that would prevent their proper discharge of duties or that would represent a hazard to the employees themselves or to others.

Retirement

Retirement decisions represent a significant career stage. A faculty member should carefully evaluate and periodically update those decisions several years before the anticipated retirement date.

Retirement Age

Air University civilian employees who qualify for federal service retirement will have established eligibility under either the Civil Service Retirement System (CSRS) or the Federal Employees Retirement System (FERS). Under both programs, total

years of creditable federal service and chronological age determine eligibility to receive an annuity. Basic annuity formulas differ for each program, but an individual will generally qualify for an annuity at age 55 with 30 years of service, at age 60 with 20 years, or at age 62 with five years. Under the FERS, individuals also may qualify for a pension once they have reached a minimum retirement age (55 or older, depending on their birth date) and have at least 10 years of creditable service, but their pension payments will be reduced by 5 percent for every year they are under age 62.

Civilian employees who establish eligibility under provisions of the CSRS may convert unused days of sick leave to their annuity credit. This provision permits adding the days of unused sick leave to the number of years and months of service for annuity computation purposes only and applies only to employees who retire on an immediate annuity or who die leaving a widow or widower entitled to a survivor annuity. Employees cannot use these days to compute average salary or to meet the minimum length of service for retirement eligibility. Employees covered by the FERS may not convert unused sick leave for extra retirement credit.

Deferred Retirement

Civilian faculty members may receive deferred retirement benefits if they leave federal service after completing at least five years of creditable service. These benefits are payable at age 62 or in some instances at age 55 with at least 10 years of federal service. Under terms of both the CSRS and the FERS, many factors affect the advantages or disadvantages of deferred retirement. Faculty contemplating deferred retirement should seek authoritative and up-to-date information.

Retiree Health Insurance Programs

Federal service annuitants may continue their health insurance coverage after retirement if they have selected immediate rather than deferred retirement. They must also have remained continuously enrolled in the health insurance program since

the first opportunity to enroll or for at least five years immediately preceding their annuity start date.

Retiree Life Insurance Programs

Upon their 65th birthday, retirees may retain at least one-quarter of the value of their basic life insurance without cost. Other options exist for retaining insurance amounts through the continued payment of premiums after retirement. To continue life insurance options after retirement, employees must have carried the same type of insurance for at least five years prior to retirement.

Government Pension Offset

CSRS employees eligible for Social Security benefits for spouses or surviving spouses after 1 July 1983 will have these benefits offset by two-thirds of their federal service annuities. Those who qualified for spousal benefits prior to 1 July 1983 should contact the nearest Social Security office regarding the amount of government pension offset, which may vary considerably. This offset does not apply to employees who retire under provisions of the FERS.

Refunds of Contributions at Separation

Employees who leave federal service prior to becoming eligible for immediate benefits under the CSRS or the FERS retain rights to their retirement contributions. Several conditions govern options for the refund or withdrawal of contributions. Older employees should be especially careful in evaluating their options, since vested benefit rights often prove far more valuable than the contributions. Former CSRS participants who elect to withdraw their contributions upon separation and subsequently return to federal service may recapture the lost service by repaying the withdrawn amount plus interest. FERS participants who withdraw their contributions at separation may not recapture the lost service if they return to federal employment.

Thrift Savings Plan

Civilian faculty who participate in either the CSRS or FERS may enroll in the Thrift Savings Plan (TSP), a tax-deferred, defined-contribution retirement savings plan comparable to private-sector 401(k) plans, that involves contributing portions of salary on a pretax basis. The TSP is also available to military personnel. Twice a year, during open season, military and civilian employees may enroll in the TSP. Once a month, participants may change the type of investment for future contributions or realign existing account balances. Employees may terminate their participation at any time. While employed by the federal government, participants cannot withdraw any portion of their contributions but can obtain a general purpose or residential loan, both of which must be repaid. They can also make limited in-service withdrawals for financial hardship or after they reach age 59½. Employees who leave prior to retirement may roll contributions plus earnings into an individual retirement account (IRA) or a qualified pension plan. Participants considering leaving federal service or planning for retirement should ask the Civilian Personnel Flight for the booklet *Withdrawing Your TSP [Thrift Savings Plan] Account Balance*, which explains withdrawal options at retirement and the necessary spousal waivers and notices.

Security Passes, Identification Badges, and Building Access

The proper handling and safeguarding of classified information is the responsibility of everyone at Air University. Anyone who requests access to classified information must have the proper level of clearance, a need to know, and a signed Standard Form 312, Classified Information Nondisclosure Agreement. All personnel must immediately report security incidents (compromise, probable compromise, inadvertent access, and administrative security deviations) to supervisors, assistant security managers, security managers (or alternates), and the vice commandant or commandant, and must report any suspected attempt by unauthorized persons to gather intelligence data to the Air Force Office of Special Investigation.

The noncommissioned officer in charge of the appropriate security office will assist faculty, staff, and students with requests for new clearances or updates to existing clearances. The appropriate security office notifies faculty and staff members when they need to update their clearances and provides them with a list of required actions (fingerprinting, screening interviews, indoctrination, etc.) and forms to complete.

Normally, international officers may not have access to classified presentations or material. In special instances, however, the proper authorities may permit such access.

A badge control system regulates access to all classified presentations. The appropriate security office prepares and issues color-coded access badges to all faculty, staff, and students. A yellow badge authorizes access to Sensitive Compartmented Information (SCI) and Secret or Top Secret presentations; a green badge authorizes access to Top Secret information and Secret presentations; and a blue badge authorizes entry to Secret presentations only. A badge includes a photograph of the individual to whom it is issued. The security office issues temporary badges (without a photo) to visitors or individuals who forget their badges for a particular presentation. Personnel must carefully safeguard their badges and report lost badges immediately. People exempted from the badge control system include commandants, high-level visitors escorted by commandants, and guest lecturers and members of their party escorted from the visitors' lounge to the auditorium.

Whenever possible, instructors should conduct classified courses in the Warfighting Applications Directorate seminar rooms. The facility requires no external control measures, and discussions may exceed the Secret level of classification. Faculty should coordinate the use of facilities for all advanced and/or elective courses with the directorate's Support Division.

Sponsoring Visitors and Guests to Air University

The Security Forces Squadron facilitates base entry for individually sponsored visitors and guests for special events. All visitors and guests should have photo identification. Those who operate vehicles should have a valid driver's license and proof

of automobile insurance in their possession. Special procedures may differ at other installations.

Telephone Usage

Air University personnel should make personal telephone calls only under limited circumstances and only if the government incurs no charges for such calls. All personal, long-distance toll calls must be charged to a personal credit card, a private residence, or the receiving party. Users can make routine Defense Switching Network (DSN) calls, which need not be logged, by dialing 94 followed by the seven-digit DSN number.

Temporary Duty/Travel

Each director or department chair funds and schedules temporary duty (TDY) for faculty and staff. Responsibility for TDY funding lies with cost-center managers who, through their resource advisors (RA), work through each school's financial working group to budget for approved TDY or to seek additional funds for unforeseen travel requirements. The operating instructions for each school in Air University contain guidance for submitting TDY requests.

Faculty members also may request permissive TDY in accordance with AFI 33-328, *Administrative Orders (PA)*, by submitting a request letter to the appropriate supervisor for approval. The proposed absence must meet the criteria set out in AFI 36-3003, *Military Leave Program*, and/or AFI 65-103, *Temporary Duty Orders*. The letter and an Air Force Form 988, Leave Request/Authorization, then go to the proper office, which processes the leave form 14 days prior to departure.

Unemployment Compensation

Former federal employees may be eligible for unemployment insurance protection. State employment security agencies administer the program for the federal government. Former employees should submit applications to a public employment and claims office of the state employment security agency nearest their residence.

Use of Facilities

Air University provides an array of extracurricular activities and services for faculty, students, and their families. These programs and services offer opportunities for physical, emotional, and cultural development and promote family activities and healthy recreation. Active duty, retired, reserve, Guard, and DOD civilian personnel may use the leisure facilities and programs for modest fees.

Vacations, Leaves, and Absences

Military faculty who wish to take leave for vacations or absences should follow the operating instructions of their particular organization, which include completing an Air Force Form 988, Leave Request/Authorization (or the equivalent for other services), available from information management personnel within each organization or on computerized PureEdge software.

For all civilian faculty members, annual and sick leave accumulate per pay period. Years of creditable service determine the amount of annual leave earned. Civilian employees earn four hours of annual leave per pay period until they reach three years of federal employment, six hours per pay period until 15 years of service, and eight hours per pay period thereafter. In most cases, civilian faculty can carry forward a maximum of 30 days (240 hours) of annual leave from one leave year to the next. Normally, employees forfeit hours in excess of this number at the end of the leave year, but provisions exist for restoration. Regardless of their length of service, civilian faculty earn sick leave at the rate of four hours per pay period (13 days per year). They can carry forward sick leave from year to year without limitation. Sick leave—a qualified, not an absolute right—is subject to approval and may require medical documentation.

Civilian faculty who are members of a reserve or National Guard component are entitled to military leave. Fifteen days of military leave is credited to their account on 1 October of each year. Unused military leave remaining from the prior fiscal year, not to exceed 15 days, is also credited.

Faculty members have a responsibility to properly schedule and request leave. At times, supervisors may cancel annual leave that was previously approved when the employee's absence would adversely affect workload/production.

Vehicles Privately Owned or Rented

Maxwell AFB, including the Gunter Annex, no longer requires the display of vehicle identification decals. The Air Force continues to honor vehicle identification decals from DOD facilities. Whether or not a decal is displayed on a vehicle, personnel may gain admittance to Air Force installations by showing the gate guard a copy of their temporary duty orders and/or federal identification card.

Cars driven by faculty and students who do not have common access card (CAC) identification may obtain a temporary vehicle pass. Personnel must present their travel orders, license plate number, and driver's license, as well as proof of insurance as required.

Security police strictly enforce base traffic regulations. Civilian employees receiving moving violations are subject to fines and may incur points toward revocation of driving privileges. Parking restrictions, such as handicapped and reserved parking, are well posted. State law and the *Uniform Code of Military Justice* severely punish personnel guilty of driving under the influence of alcohol; such incidents receive particular attention from the AU staff and will result in revocation of base driving privileges. Further, security personnel will report violations by military personnel to the violators' home base and supervisor.

Visits by Foreign Nationals

Normally, the undersecretary of the Air Force for international affairs preapproves official visits by foreign nationals to Air University in accordance with AFI 16-201, *Air Force Foreign Disclosure and Technology Transfer Program*. AFI 16-102, *International Programs*, provides further information.

Chapter 4

Governance

Air University governance operates through a system of boards and established procedures. Faculty should become familiar with all AU advisory boards, policies, and codes. A description of each appears below.

Advisory Boards

The AU commander directs the activities of Air University by means of executive powers informed by the policies and suggestions of an advisory board, the AU Board of Visitors (BOV), and an oversight committee, the AU Command Board of Advisors (CBOA).

Air University Board of Visitors

The Board of Visitors is chartered to provide advice, views, and recommendations on the educational, doctrinal, and research policies and activities of Air University. Twice annually, after two-day reviews of selected AU programs, the board presents written recommendations to the commander. The commander and the executive committee of the board meet with the Air Force chief of staff and the secretary of the Air Force to present their recommendations. Board members, who come from the fields of education, business, public service, industry, and the professions, normally serve one-year renewable terms up to a maximum of nine years. See AUI 36-2307 for additional information.

Air University Command Board of Advisors

The AU Command Board of Advisors, chaired by the AETC vice commander, consists of the vice commanders of the Air Force major commands. The board members inform the AU commander about the educational needs of their commands

and their degree of satisfaction with the university's products and programs. Advised by the Air Force deputy chief of staff for personnel, the board meets face-to-face or by means of video-conference, depending on the schedules of its members.

Academic Policies

Sound academic policies are essential to any higher learning environment. AU faculty will find the following academic policies indispensable in fulfilling their obligations to students, their school or program, and the US Air Force.

Academic Freedom

Air University encourages and defends the rights of both students and faculty in accordance with AUI 36-2308, *Academic Freedom*. Accompanied by responsibility, academic freedom attaches to all aspects of staff or faculty members' professional conduct; they enjoy full freedom of investigation and expression, subject to fulfillment of their other academic responsibilities. Only the adherence to security classification limits the faculty's freedom to expound subject matter inside or outside the classroom, assuming that such topics of classroom or seminar discussion are relevant to the content of the course. When speaking as private citizens, faculty shall remain free of institutional control, but they should make every effort to avoid appearing as spokespersons for Air University or other federal organizations. They should also note that AU Public Affairs (AU/PA) is the security and policy review authority for all information and material concerning military matters available for release in the public domain. Faculty members recognize that a professional position in the community involves maintaining accuracy, exercising appropriate restraint, and respecting the right of other people to express their views.

Because unobstructed inquiry and information exchange promote the discovery of truth and the advancement of scientific knowledge, Air University endorses all established practices of academic freedom. Both responsibility and academic freedom represent twin sentinels of a university's integrity,

which remains essential to the preservation of a free society and constitutes the historical basis for society's acceptance of the concept of academic freedom. The primary elements of academic freedom for faculty include the freedom to:

- teach, research, and publish research findings;
- present and discuss in a classroom, in their own manner, any material which is relevant to the subject matter as established in the course objectives;
- exercise their constitutional rights as citizens without institutional censorship or discipline; and
- seek changes in academic and institutional policies through lawful and peaceful persuasion.

Academic freedom also carries with it correlative academic responsibilities for faculty, including the responsibility to:

- meet defined teaching, research, and service obligations;
- pursue excellence, intellectual honesty, and objectivity in instruction, research, and publication of research findings;
- encourage students and colleagues to engage in free discussion and inquiry in a collegial and professional manner;
- evaluate the performance of students and colleagues on a scholarly and professional basis;
- refrain from injecting extraneous material into a course or program of instruction;
- work with all appropriate individuals and organizations to provide optimal conditions to search for truth and freely expound it; and
- differentiate carefully between official business and personal activity and adjust behavior accordingly. Even when engaging in extracurricular activities, faculty must be aware that other people may interpret their words and actions as representative of the official views of Air University, the Air Force, and the federal government.

Nonattribution

Air University has a long-standing policy of nonattribution. To enhance learning, it is imperative that an educational environment encourage critical thinking through frank, open discussion of issues. AU policy creates a protective atmosphere where candid discussions and spirited exchanges can be conducted without threat or intimidation. This policy applies to all AU faculty and students.

Academic Integrity

Air University's central functions as an academic community are teaching, learning, and scholarship, all characterized by reasoned discourse, intellectual honesty, mutual respect, and openness to constructive change. By accepting membership in this community, an individual neither surrenders rights nor escapes fundamental responsibilities as a citizen, but acquires additional rights as well as responsibilities to the university community. Although these responsibilities do not require a faculty member to remain passive and silent, they do entail recognition of how easily an academic community can be breached.

A faculty member encourages the pursuit of learning in students, holding before them the best scholarly standards of the discipline. Respecting students as individuals, the faculty member seeks to establish a relationship of mutual trust and adheres to the proper role of intellectual guide and counselor. The faculty member makes every effort to foster honest academic conduct and to assure that the evaluation of students' scholastic performance reflects their true achievement with reference to criteria appropriate to the field of study. A faculty member also protects the academic freedom of students and serves as an example of this principle by assuring that each student and colleague can freely and openly voice opinions and exchange ideas without interference.

A scholar recognizes a primary responsibility to seek and state the truth without bias. Striving to improve scholarly competence and continuing always to keep abreast of knowledge in an area of expertise, the scholar practices intellectual honesty and exercises critical self-discipline and judgment in using, ex-

tending, and transmitting knowledge. Although faculty may follow subsidiary interests, these must never seriously hamper or compromise freedom of inquiry.

Political Activities of the Faculty

The Hatch Political Activity Act, Title 5, *United States Code*, chapter 73, subchapter 3, and the implementing federal regulations, place restrictions on the active participation of civilian employees in partisan politics. Generally, an individual may not utilize an official position, authority, or influence to interfere with or affect the result of an election or take an active part in partisan political management or in partisan political campaigns. Military personnel and government employees may not:

- use official authority to influence an election or solicit votes or contributions;
- present themselves as partisan candidates for civil office in federal, state, or local government;
- engage in public or organized soliciting of other people to become partisan candidates for nomination/election to civil offices;
- participate in partisan political management or campaigns, including making speeches;
- make a campaign contribution to another member of the armed forces or to a civilian officer or employee of the United States for promoting a political objective or cause; or
- attend partisan political events as an official representative of the armed forces.

These prohibitions remain in effect on or off duty as well as on leave status. Faculty should address specific inquiries or questions concerning Hatch Act prohibitions to the staff judge advocate or to a private attorney.

Media Contacts

Air University does not discourage media contacts but urges faculty to handle them in an approved manner. The AU Public

Affairs office, as a representative of the AU commander, is the sole releasing authority to news media; this office encourages opportunities for positive media contact as beneficial to the university's mission. Employees contacted directly by the media should politely say that they will get back in touch and then notify their department chair or supervisor, who in turn notifies AU/PA, which will contact the media representative to determine the precise nature of the request. Although this procedure seems complex, in most instances it is routine and can take only a matter of hours by phone. Some issues or high-profile media interviews may require additional information and time to confirm.

Outside Activities

Outside activities may enhance a faculty member's professional competence as well as provide additional compensation. Although participation in these activities can benefit Air University as well as the individual, such actions can also give rise to interference with primary duties, dual allegiance, and conflicts of interest.

AU personnel should not engage in activities that interfere with their obligations, regardless of whether they involve remuneration. This policy seeks to enhance the integrity of the institution while permitting maximum freedom consistent with assigned duties and responsibilities at Air University. Faculty should understand that outside activities are in addition to their full-time commitment to the university and not in lieu of a portion thereof.

Consulting and Other Outside Employment. DOD Directive 5500.7-R, *Joint Ethics Regulation*, governs the authority to participate in outside employment, including any self-employed activity. Air Force personnel must not engage in outside employment that conflicts with their official government duties. The regulation specifically requires that government employees who file financial disclosure statements receive approval (coordinated with Air Force Form 3902, *Application and Approval of Off-Duty Employment*) from their agency designee—a military officer or civilian employee of at least the grade GS/GM-12 (or YA/YC-02 under NSPS) who serves as the employee's first su-

pervisor—prior to undertaking any outside employment. In addition, the regulation authorizes agency designees and commanders to require any employee in their organization to complete an AF Form 3902 or otherwise receive permission before engaging in any off-duty employment. Employees should check with their supervisor for their organization's policy. Both employees and supervisors should seek legal guidance from the AU staff judge advocate regarding unique employment situations or those that might involve ethical issues.

Faculty should become familiar with ethical restrictions concerning outside employment:

- Employees must participate in off-duty employment only in an off-duty capacity and must not use unauthorized government resources to carry out any aspect of such employment.
- While in government service, employees may not use their Air Force positions to endorse or promote their off-duty employer's products or services.
- Various restrictions on receiving gifts from government contractors may apply if employees receive gifts from their off-duty employer or any other government contractor while in government service. (The restrictions do not apply to earned compensation.)
- Employees may not use inside government information for their own private gain or for the benefit of their off-duty employer.
- While in government service, employees may not represent their off-duty employers before any organization or employee of the US government. Examples of prohibited representations include speaking to a federal employee regarding the taking of an action by a federal agency; signing reports, letters, memoranda, applications, bids, proposals, or other materials intended for submission to a federal agency; and signing agreements with a federal agency. Examples of activities that do not constitute prohibited representation include conveying purely factual information to federal employees; delivering materials or documents to, or receiving them from, a federal employee; answering di-

rect requests for information without advocating a particular position; and making wholly routine requests that do not involve any potential for controversy or dispute.

- Employees may not make any decisions in their official capacities that affect their off-duty employer.
- Employees are prohibited from conducting any commercial solicitation on base without the approval of the installation commander and are also prohibited from soliciting or making solicited sales to personnel who are junior in rank, grade, or position or to their family members, even if off base or off duty.

Personal Use of Government Resources. Agency designees may authorize the limited personal use of government resources such as computers and telephones if:

- the use will not adversely affect the performance of official duties,
- is of reasonable duration and frequency,
- serves a legitimate public interest,
- does not overburden government systems,
- does not reflect adversely on the Air Force, and
- does not result in additional cost to the government.

Government resources may not be used for the furtherance of off-duty employment or for the individual's commercial benefit.

Participation in Professional Associations and Activities. Such participation, generally performed in a personal capacity, also may enhance a faculty member's professional competence and benefit Air University and the faculty member. The faculty member may not use his or her title or organization's name in connection with the professional activity, unless participating in an official capacity (e.g., as a guest speaker at a conference).

Employees may not use government time in support of professional activities except when authorized to do so. Generally,

employees may—with the permission of their agency designee—receive excused absences for reasonable periods of time to participate voluntarily in the activities (including meetings) of non-profit professional associations when all of the following conditions apply: (1) participation relates to the official position of the employee or to DOD functions, management, or mission; (2) the employee’s agency can derive some benefit from the participation, such as expansion of the employee’s professional expertise or improved public confidence derived from professional recognition of the employee’s competence; and (3) participation does not interfere with the performance of official duties.

If government funds are available, civilian employees may travel at government expense to a meeting, conference, seminar, or similar event sponsored by a professional association, provided their agency designee authorizes the travel for certain purposes. These include attending a training course; producing tangible contributions to the execution of assigned DOD missions and programs; presenting scholarly papers that contribute significantly to the body of scientific knowledge and further development of resources of the United States; or maintaining an effective professional, scientific, technical, managerial, and supervisory workforce by keeping abreast of current developments in such fields consistent with personnel development and training policies and programs.

The government may pay the fees for attending a conference of a professional association if it has an educational or instructional purpose; if it reserves more than half of the time for a planned, organized exchange of information between presenters and the audience; if the content of the conference relates to improving individual and/or organizational performance; and if the employee derives a benefit by attending. However, employees may not attend events of professional associations at government expense solely to acquire or maintain professional credentials necessary to hold their positions with the DOD. If a nonfederal entity intends to sponsor or pay for travel by a faculty member, the latter must consult with appropriate school officials and the AU staff judge advocate prior to making any travel arrangements.

Honoraria

Government employees may not receive outside compensation for teaching, writing, or speaking activities that relate to their official duties. Faculty may receive honoraria for an appearance, speech, or article dealing with subject matter within their area of academic or military specialty if it does not relate primarily to the responsibilities, policies, or programs of Air University and if preparation and presentation of the particular appearance, speech, or article clearly remain outside faculty duties. For more clarification, consult the AU staff judge advocate.

Copyright Policy and Procedure

Government employment does not affect the literary property rights of government officers and employees, provided they have produced their literary product on their own time and not as part of official duties. Publications required of faculty members specifically as part of their official duties as employees of the federal government are in the public domain. Air University does not authorize the diversion of university secretarial or equipment time to prepare manuscripts for commercial marketing.

Audiotaping and Videotaping

Air University allows the recording of lectures and/or seminars by audio- or videotape for subsequent review or use. Such tapes become the property of Air University. The classified material control officer has responsibility for audio- and videotapes, and the Graphics Workshop maintains copies of such tapes made or reproduced by the Audiovisual Branch and classified Secret and below. The Muir S. Fairchild Research Information Center (formerly the Air University Library) maintains master recordings of classified audiotapes generated by the university.

Guest Speakers

Air University makes available to its students a number of highly qualified and informative speakers. To ensure a candid presentation, the university normally does not permit public disclosure of their remarks outside the auditorium, regardless

of classification. To do so risks calling the speakers to account publicly for their opinions and comments, thereby stifling them and causing them to speak in a guarded manner. This would ultimately degrade the quality of education provided at Air University. In short, the university follows a policy of nonattribution with regard to its guest speakers, which includes quoting previous speakers by name to subsequent speakers. These lecturers, who are notified of the presence of international students, should ensure that their material meets all criteria for presentations to international audiences.

Academic Honor Code

Air University embraces a strict academic honor code that identifies expectations and establishes procedures for dealing with violations of the code. For more information, see AUI 36-2309, *Academic Integrity*.

General Principles and Policy

Military personnel who violate AU policies are subject to discipline under the *Uniform Code of Military Justice*. Any violation by a civilian employee may result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violation of related laws. This principle applies to all AU activities in the school forum and at university-sponsored events.

As part of an academic team in the delivery of instruction, faculty members should work appropriately and in a collegial manner. They must adhere to the highest standards of academic integrity, refraining from cheating, plagiarism, misrepresentation, or committing any other act constituting a lack of personal or academic integrity. Failure to practice academic integrity discredits not only the individual but also the Air Force and Air University. Violators are subject to adverse administrative action, including disenrollment from school, discharge from the service, and disciplinary action. Personnel subject to the *UCMJ* may be prosecuted.

Cheating

Faculty members are expected to comply with and enforce prohibitions against cheating and plagiarism. Cheating is the act of giving or receiving improper assistance such as, but not limited to, gaining unauthorized access to faculty materials that have not been released for student use; copying answers from another's examination; using texts, notes, issue materials, or other references not authorized for examinations or other assigned work; knowingly permitting another student to copy one's writing assignments, speech or briefing materials, or answers from an examination paper; and collaborating with other persons on individual assignments except as specifically authorized by the school.

Plagiarism

Plagiarism entails appropriating the literary composition of another, parts or passages of their writings, or the ideas or language of the same, and intending to pass them off as the product's of one's own mind. An example is copying verbatim without quotation marks with the intent to claim that material as one's own work is plagiarism, as is the intentional use, without credit, of a source's sentence structure and style with only minor word changes. Intent is established based on consideration of all circumstances and evidence presented. The correct method for giving credit to a source in written work is to use quotation marks and an accompanying footnote when quoting directly and a footnote when paraphrasing. In the case of oral presentations, credit must be given for direct or paraphrasing of direct quotes.

Misrepresentation

Faculty members are expected to exercise due diligence and take care not to engage in misrepresentation, which is defined as the act of making an assertion or omission to intentionally deceive or mislead. Misrepresentation may be an oral or written statement that is misleading or deceiving and meant to be so, for example, false reporting. A student may also commit

misrepresentation by omission, such as deliberately withholding material information. Students enrolled in a course who previously took the same course (or a variant of it, for example, a nonresident version of the same course) and attempt to re-submit research papers or other work in fulfillment of a current school assignment, while disguising or failing to disclose the resubmission, would be guilty of misrepresentation.

Although not a misrepresentation issue, a disclaimer to the effect that the views expressed are the author's and do not represent official policy of Air University, the US Air Force, or the US government should appear on all written work and should precede all public presentations.

Air University Code of Ethics

Air University expects members of its faculty to maintain and enhance their professional competence, conduct themselves as ladies and gentlemen, and act in a way that does not violate the rights and freedoms of others and that brings credit to themselves, Air University, and the US Air Force. The citizens of the United States have confidence that Air Force personnel will do their part to preserve the security and well-being of our nation. The public also expects that we will conduct our mission honestly and with integrity.

Professional and Unprofessional Relationships

Faculty members must exercise mature judgment to avoid relationships, whether pursued on or off duty, that undermine respect for authority or that reasonably may undermine morale, discipline, or the mission of the Air Force and Air University. Although personal relationships are normally matters of individual choice and judgment, they become matters of official concern when they adversely affect the Air Force. Unprofessional relationships can exist between officers, enlisted members, officers and enlisted members, military personnel and members of the civilian workforce, and instructors and students. Personal relationships between instructors and students in the school environment present particular risks and can result in abuse of position, partiality, or favoritism—or create the

appearance of such. Faculty members have a responsibility to address those personal relationships when, in their professional judgment, they degrade morale, good order, or discipline—or appear to do so. For more information, see AFI 36-2909.

Reporting Faculty Misconduct

Faculty members who reasonably believe that any other faculty member or student has violated the Air University code of ethics or committed or condoned other acts that would constitute violations of the policies contained in this Faculty Handbook have a duty to report these suspected violations to their supervisory chain of command.

Chapter 5

Academic Support Services

Because of their importance as academic support functions, several organizations receive detailed treatment here. These include the Air Force Historical Research Agency (AFHRA); Air Force Public Affairs Center of Excellence (AFPACE); Warfighting Applications Directorate; Air Force Research Institute; Muir S. Fairchild Research Information Center (MSFRIC), formerly Air University Library; Air University Press; Air University Television (AUTV); and Warfighting Education Directorate.

Air Force Historical Research Agency

The Air Force Historical Research Agency, the repository for Air Force historical documents, falls under the director of the Air Force History and Museums Program. It performs research and other historical services for the Air Force and is available for use by students and faculty.

Air Force Public Affairs Center of Excellence

As part of the Spaatz Center, the AFPACE infuses media awareness into all AU curricula—including those for commissioned-officer programs, PME schools, and war-fighting courses—thereby preparing Air Force personnel to interact with the American public through the news media. The center is responsible for assisting the LeMay Center in the development of public affairs doctrine. It also prepares public affairs leaders to deal with future challenges by conducting research, developing case studies and lessons learned, and drafting Air Force policy recommendations to the director, Secretary of the Air Force Office of Public Affairs (SAF/PA).

Warfighting Applications Directorate

Part of the LeMay Center, the Warfighting Applications Directorate plans, develops, and conducts a variety of war games each year to enhance the war-fighting skills of both US and international military officers and to support Air Force educational objectives. War games provide the opportunity to study warfare realistically and to identify problems in peacetime without the stress of combat. Warfighting Applications personnel use a variety of tools, including computer models, databases, and up-to-date intelligence to simulate how military forces deploy, fight, and sustain combat. Competing demands for war-gaming support make the directorate a highly visible asset throughout the DOD.

Air Force Research Institute

The Air Force Research Institute (AFRI) advances the application of air, space, and cyberspace power through research, outreach, and engagement. In support of that mission, the AFRI conducts research and analysis of past, present, and future concepts of air, space, and cyberspace power employment, doctrine, strategy, and technology; facilitates the research of AU students and faculty by creating and managing research databases and by publishing selected student research papers in books and via the Internet; and publishes the *Air and Space Power Journal*—the Air Force’s flagship professional journal—in English, Spanish, Portuguese, French, Arabic, and Chinese editions, and the *Strategic Studies Quarterly*, a strategic forum for military, government, and academic professionals.

The AFRI also serves as the organizational base for the AU dean of research. The dean of research acts as principal advisor to the AU commander and senior staff on all matters relating to research, provides leadership and oversight in the development of research policies and programs, promotes awareness of the university’s research capabilities, and works to foster and facilitate high-quality research on behalf of external sponsors throughout the Air Force and the wider US national security community. The dean of research ensures the effective employ-

ment of research technologies in support of AU schools and external customers. The associate dean of research at the AFIT Graduate School of Engineering and Management performs comparable research-related functions.

Muir S. Fairchild Research Information Center

Bearing the name of Gen Muir S. Fairchild, the founder and first commander of Air University, the center serves as the focal point of faculty and student research, holding 323,000 books, 505,000 bound journals, 6,300 audio/video products, 433,000 maps, 150,000 regulations/instructions, and over 900,000 microforms. The collection is especially strong in the fields of war fighting, aeronautics, Air Force and DOD operations, military science, international relations, education, and leadership.

The MSFRIC Web page, <http://www.au.af.mil/au/aul/lane.htm>, is the hub that links the AU community and the Air Force professional to tools that facilitate coursework, research, and scholarship. The online catalog, full-text articles, reference databases and indexes, topical research guides, map resources, and electronic books are accessible from the Web site. Reference assistance and products at the MSFRIC are also accessible on the Air Force Portal, under the "Library" tab.

Air University Press

The Air University Press, a division of the Air Force Research Institute, publishes books, monographs, research reports, and occasional papers, and provides publishing support to two journals, the *Air and Space Power Journal* and the *Strategic Studies Quarterly*. The publication program helps Air Force and other US war fighters, national leaders, policy makers, academicians, military historians, and other analysts understand and apply air, space, and cyberspace power. The press makes available a large, varied inventory of publications in print and electronic formats, which are the result of unique research by military authors and civilian scholars. Publications are provided to military personnel and civilian employees of the US government free of charge and to the general public at reason-

able prices through the Government Printing Office. For a listing of titles, prices, and ordering information, visit the AU Press Bookstore at 131 West Shumacher Avenue or the AU Press home page, <http://aupress.maxwell.af.mil>.

Air University Television

Operating under the AU chief of information technology, Air University Television (AUTV)—a video production facility for DOD and Air Force projects—provides dedicated television services to the university's PME and PCE courses. AUTV personnel operate a \$3.3 million television studio that provides satellite uplink or downlink for distance learning; cable programming and distribution; video production and editing; video and audio recording; commercial-television, off-air recording; commercial copyright coordination; video duplication; subject search; student/faculty self-help editing; and curriculum development consultation.

Warfighting Education Directorate

The Warfighting Education Directorate of the LeMay Center offers instruction on the employment of operational- and strategic-level air and space power through PCE courses on contingency war planning; joint-doctrine air campaign development; information warfare applications; and distributed education, such as the Air and Space Power Course. The directorate also sponsors the Joint Flag Officer Warfighting Course (JFOWC), the Joint Force Air Component Commander Course (JFACC), the Combined Force Air Component Commander Course (CFACC), and the Senior Joint Information Operations Applications Course (SJIOAC). Students in these courses consist of flag officers from all branches of the armed services. Through its various course offerings, the institute seeks to equip military personnel with the judgment and skills necessary to plan wisely for the use of air and space power and, if necessary, to employ air and space power effectively in combat.

Appendix A

Acronyms and Initials of Terms

42d ABW	42d Air Base Wing
42d MSS/DPC	42d Mission Support Squadron, Civilian Personnel Flight
42d SFS	42d Security Forces Squadron
AAFES	Army and Air Force Exchange Service
ACSC	Air Command and Staff College
AD	administratively determined
AECP	Airman Education and Commissioning Program
AETC	Air Education and Training Command
AF	Air Force
AFB	Air Force Base
AFCAT	Air Force Catalog
AFH	Air Force Handbook
AFHRA	Air Force Historical Research Agency
AFI	Air Force instruction
AFIT	Air Force Institute of Technology
AFJAG	Air Force Judge Advocate General
AFJROTC	Air Force Junior Reserve Officer Training Corps
AFOSI	Air Force Office of Special Investigation
AFPC	Air Force Personnel Center
AFPD	Air Force policy directive
AFRI	Air Force Research Institute
AFROTC	Air Force Reserve Officer Training Corps
AFSC	Air Force specialty code
AFSSI	Air Force Systems Security instruction
AFWI	Air Force Wargaming Institute
ALS	Airman Leadership School
ANG	Air National Guard
ARC	Air Reserve component
ASBC	Air and Space Basic Course
ATN	Air Technology Network
AU	Air University
AU/CC	Air University commander

APPENDIX A

AU/CF	Air University academic office
AU/CFR	Air University registrar
AU/JA	Air University staff judge advocate
AU/PA	Air University public affairs office
AU/SC	Air University information technology
AUI	Air University instruction
AUTV	Air University Television
AWC	Air War College
BDE	basic developmental education
BDU	battle-dress uniform
BEST	Benefits and Entitlements Service Team
BOT	basic officer training
BOV	Board of Visitors
CAO	chief academic officer
CAP	Civil Air Patrol
CBOA	Command Board of Advisors
CC	commander/commandant
CCAF	Community College of the Air Force
CCM	command chief master sergeant
CCP	protocol
CFACCC	Combined Force Air Component Commander Course
CGOPDC	Company-Grade Officer Professional Development Course
CINC	Commander in Chief
CJCS	chairman of the Joint Chiefs of Staff
CLC	Chief's Leadership Course (enlisted PME)
COMPUSEC	computer security
COT	commissioned officer training
CPF	Civilian Personnel Flight
CPO	Civilian Personnel Office
CPTS	Comptroller Squadron
CSAF	Chief of Staff of the Air Force
CSRS	Civil Service Retirement System
CSSO	computer system security officer
CTEC	Commissioning Training and Education Committee
CV	vice commandant/commander
CWPC	Contingency Wartime Planning Course

DD form	Department of Defense form
DL	distance learning
DOD	Department of Defense
DODD	Department of Defense directive
DSN	Defense Switching Network
EBIS	Employee Benefits and Information System
ECPD	[Ira C.] Eaker College for Professional Development
EEO	equal employment opportunity
EPME	Enlisted Professional Military Education
ES	executive services
FD	faculty development/force development
FEGLI	Federal Employees Group Life Insurance
FERS	Federal Employees Retirement System
FICA	Federal Income Contribution Act
FM	financial management and personnel
FPP	faculty pay plan
FWG	financial working group
GS	General Schedule
HO	historian
HQ AU/FM	Headquarters Air University Financial Management and Personnel
HQ USAF/CVA	Headquarters US Air Force/assistant vice chief of staff
HQ/AETC	Headquarters Air Education and Training Command
HQ/AU	Headquarters Air University
HRMS	Human Resource Management School
IA	international affairs
IDE	intermediate developmental education
IG	Inspector General
IMPAC	International Merchant Purchase Authorization Card
IMSO	International Military Student office
IO	international officer
IOS	International Officer School
IPA	Intergovernmental Personnel Act
ISD	instructional system development

APPENDIX A

ITT	Information, Tickets, and Tours office
ITV	interactive television
IW	information warfare
IWAC	Information Warfare Applications Course
JASOP	Joint Air and Space Operations Plan
JDACC	Joint Doctrine Air Campaign Course
JFACCC	Joint Force Air Component Commander Course
JFOWC	Joint Flag Officer Warfighting Course
JLASS	Joint Land, Aerospace, and Sea Simulation
JTF	joint task force
JTR	Joint Travel Regulations
LAN	local area network
MAJCOM	major command
MET	mobile education team
MTF	medical treatment facility
MSFRIC	Muir S. Fairchild Research Information Center
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NCOA	Noncommissioned Officer Academy
NCOIC	noncommissioned officer in charge
NSF	National Security Forum
NSPS	National Security Personnel System
O & M	operations and maintenance
OI	operating instruction
OPM	Office of Personnel Management
OPMEP	Officer Professional Military Education Policy
OPR	officer performance report
OSI	Office of Special Investigation
OTS	Officer Training School
PACE	Public Affairs Center of Excellence
PAJE	Process for accreditation of joint education
PARIS	Personnel Automated Record Information System
PCE	professional continuing education
PCM	primary-care manager
PERMISS	Personnel Management Information and Support System
PJE	Program for Joint Education

PMCS	Professional Military Comptroller School
PME	professional military education
POM	program objectives memorandum
POV	privately owned vehicles
PPBS	Planning, Programming, and Budgeting System
RA	resource advisor
ROTC	Reserve Officer Training Corps
SAASS	School of Advanced Air and Space Studies
SAF/IAD	Secretary of the Air Force/International Affairs Disclosure
SC	information technology
SCI	Sensitive Compartmented Information
SDE	senior developmental education
SES	Senior Executive Service
SF	standard form
SIS-PME	single input source for officer professional military education
SJOIAC	Senior Joint Information Operations Applications Course
SNCOA	Senior Noncommissioned Officer Academy
SOC	Squadron Officer College
SOS	Squadron Officer School
SSS	staff summary sheet
TBX	team-building exercises
TDY	temporary duty
TOEFL	test of English as a foreign language
TSP	Thrift Savings Plan
UCMJ	<i>Uniform Code of Military Justice</i>
USAF	United States Air Force
USAFA	United States Air Force Academy
USAFR	United States Air Force Reserve
VOQ	visiting officers' quarters

Appendix B

Useful Publications

NOTE: Electronic copies of most of these documents are available at various World Wide Web addresses.

Air Force Publications

Air Force Instruction (AFI) 16-201, Air Force Foreign Disclosure and Technology Transfer Program.

Gives procedures for managing the Air Force Disclosure Program. It applies to foreign disclosure officers and to technical representatives who receive, review, process, coordinate, and approve or deny requests for release of military information to foreign governments and their representatives.

Air Force Handbook (AFH) 33-337, The Tongue and Quill.

Provides fundamentals for better communication, functions, and formats for Air Force speaking and writing; procedures for proper coordination; and mechanics of writing.

AFH 36-2235, vol. 10, Information for Designers of Instructional Systems: Application to Education.

Provides information and guidance for applying instructional system development in an educational setting. The handbook is not directive in nature but is a guide for personnel who plan, design, develop, approve, administer, or manage education in the Air Force.

AFI 31-204, Air Force Motor Vehicle Traffic Supervision.

Establishes procedures for granting, suspending, or revoking the privilege to operate privately owned vehicles on Air Force installations. Describes registration and traffic violations for privately owned vehicles.

AFI 33-119, *Air Force Messaging.*

Provides rules, standards, and guidance relating to the use of e-mail by the Air Force.

AFI 33-129, *Web Management and Internet Use.*

Provides instruction on the use of public Internet and Web technology purchased and licensed by the Air Force.

AFI 36-704, *Discipline and Adverse Actions.*

Provides instructions for maintaining discipline and for taking disciplinary and adverse actions against certain civilian employees.

AFI 36-802, *Pay Setting.*

Prescribes rules for handling overtime and procedures for approving recruitment and relocation bonuses, retention allowances, and supervisory differentials.

AFI 36-804, *Civilian Faculty Pay Plan for Air University and the USAF Academy.*

Establishes requirements for the appointment, reappointment, academic rank, award of tenure, salary step adjustment, and merit awards for the professional civilian faculty members of the Air War College, Air Command and Staff College, the School of Advanced Air and Space Studies, the Air Force Institute of Technology, and the US Air Force Academy.

AFI 36-810, *Substance Abuse Prevention and Control.*

Provides guidance on how to prevent, reduce, and control substance abuse. Explains how to identify and rehabilitate civilian employees who are substance abusers.

AFI 36-1203, *Administrative Grievance System.*

Contains the Air Force system for considering employee grievances.

AFI 36-2301, *Professional Military Education.*

Identifies responsibilities for managing officer and enlisted PME for the total force. Describes resident and nonresident

programs as well as attendance, eligibility, selection, and removal criteria. Also provides procedures for international officer and civilian participation in PME programs.

AFI 36-2601, Air Force Personnel Survey Program.

Provides guidance on approving and conducting attitude and opinion surveys within the Air Force.

AFI 36-2909, Professional and Unprofessional Relationships.

Identifies command, supervisory, and personal responsibilities for maintaining professional relationships between Air Force members, between Air Force members and the Air Force and DOD civilian-employee workforce, and between Air Force members and members of other uniformed services.

AFI 90-301, Inspector General Complaints Resolution.

Provides for the receipt, processing, conduct, and quality review of inspector general investigations and explains how individuals may present personal complaints for resolution. Formalizes the fraud, waste, and abuse program. Provides procedures for reporting allegations or adverse information against Air Force senior officials, colonels, and equivalents.

Air Force Manual (AFMAN) 36-2236, Guidebook for Air Force Instructors.

Presents basic teaching principles and their application in Air Force teacher-learning situations. Covers an understanding of how people learn and how they communicate. Describes various teaching methods and techniques and ways to evaluate learning and the reasons for such evaluation.

AFMAN 36-2234, Instructional System Development.

Describes the application of Instructional System Development (ISD) principles and processes for the development and accomplishment of education and training programs in the US Air Force. Presents an instructional design model

for developing and conducting efficient and cost-effective instructional systems.

Air Force Policy Directive (AFPD) 36-1, *General Civilian Personnel Provisions and Authorities.*

Establishes the basic policies, responsibilities, and authorities for implementing, controlling, and assessing a personnel program.

AFPD 36-2, *Employment and Affirmative Action Revision.*

Establishes the basic policies, responsibilities, and authorities for management of the Employment and Affirmative Action Program.

AFPD 36-12, *Dispute Resolution.*

Establishes the basic policies, responsibilities, and authorities for management of the Air Force Dispute Resolution Program.

AFPD 36-27, *Social Actions.*

Establishes the basic policies, responsibilities, and authorities for oversight and advocacy of the Air Force social actions program, including substance abuse, sexual harassment, and unlawful discrimination.

Chief of Staff of the Air Force Reading List.

Consists of basic, intermediate, and advanced lists of books considered important to a broad understanding of airpower and the profession of arms.

Air University Publications

AU-1, *Air University Style and Author Guide.*

Provides standardized guidance on such matters as punctuation, capitalization, abbreviation, documentation, numbers, spelling, and so forth, to help ensure that AU publications are stylistically consistent and professional.

AUI 16-102, *International Programs.*

Provides program guidance on responsibilities and procedures in dealing with international programs, including military students and their dependents, foreign national visits, exchanges, and disclosure of military information to foreign nationals.

AUI 36-105, *Faculty Development, Enrichment, and Responsibilities.*

Establishes responsibilities for faculty development, enrichment, and evaluation programs.

AUI 36-2301, *Use of Contract Instructors and Guest Speakers at Air University Schools.*

Establishes policies and procedures for AU schools wishing to obtain the services of contract instructors and guest speakers.

AUI 36-2304, *Air University Formal Schools.*

Contains information on formal education and training provided by Air University to military personnel and civilian employees of the Air Force and Air Reserve components, other government agencies, and foreign governments. Complements information contained in Air Force Catalog (AFCAT) 36-2223, *USAF Formal Schools.*

AUI 36-2306, *Air University Educational Program Review.*

Provides guidance for Headquarters Air University's review of all AU professional military education, professional continuing education, precommissioning, and graduate education courses to ensure they meet Air Force and DOD requirements.

AUI 36-2308, *Academic Freedom.*

Establishes AU policy on academic freedom. States that violation of the prohibition in this instruction by military personnel is a violation of Article 92, *Uniform Code of Mili-*

tary Justice, and that violations by civilian employees may result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violations of related laws.

AUI 36-2309, *Academic Integrity.*

Contains AU policy and directives on academic integrity. States that violations of the prohibitions and mandatory provisions in this instruction by military personnel may be prosecuted under the *Uniform Code of Military Justice*, Article 92.

AUI 36-2312, *Air University Evaluation Programs.*

Establishes policies, procedures, and techniques designed to implement internal and external evaluation programs in Air University.

AUI 36-2313, *Air University–Conducted Education Awards Program.*

Describes education awards programs whose nomination and selection processes are conducted by Air University organizations and which apply to more than one school.

AUI 36-2314, *Academic Rank.*

Establishes procedures for granting academic rank to AU military faculty and civilian faculty members not covered by the AU Faculty Pay Plan. Applies to all AU organizations except the AFIT.

AUI 37-101, *Air University Press Publications.*

Establishes policies, responsibilities, and specific procedures for preparing, printing, and handling books and other materials published by Air University Press. Applies to authors who require or desire the publication support of Air University Press.

AU Supplement 1, AFI 36-804, *Civilian Faculty Pay Plan for Air University and the USAF Academy.*

Establishes AU requirements for the appointment, reappointment, academic rank, award of tenure (if applicable), salary step adjustment, and merit awards for the professional civilian faculty members of the Air War College, Air Command and Staff College, Air Force Institute of Technology, and US Air Force Academy.

AU Supplement 1, AFI 36-2201/AUS-1, *Training Development, Delivery, and Evaluation.*

Establishes office of primary responsibility for ISD matters within Air University, outlines general coordination procedures, and requires each school to appoint an ISD monitor.

PME-Faculty Guide to International Officer Program.

Contains advice on dealing with international officers and students at Air University. Assists faculty in preparing to deal with international students from a variety of cultural backgrounds who attend or visit Air University schools. Available from the International Officer School.

Department of Defense Publication

DOD Directive 5500.7-R, *Joint Ethics Regulation.*

Provides a single source of standards of ethical conduct and ethics guidance, including direction in the areas of financial and employment disclosure systems, enforcement, and training.

Joint Publication

Chairman of the Joint Chiefs of Staff Instruction 1800.01C, *Officer Professional Military Education Policy.*

Provides standards and learning areas for the professional joint education program.

Appendix C

Telephone Numbers of Muir S. Fairchild Research Information Center Subject Specialists and Key Personnel

Liaisons for Air University Organizations

<i>Organization</i>	<i>Telephone</i>
Air Command and Staff College	953-5042
Air and Space Basic Course	953-9811
Air Force Senior Noncommissioned Officer Academy	416-3103
Air War College	953-8302
Barnes Center for Enlisted Professional Military Education	416-3103
Community College of the Air Force	953-5042
Headquarters Air University	953-8302
Headquarters US Civil Air Patrol	953-8302
Holm Center for Officer Accessions and Citizen Development	953-5042
International Officer School	953-8302
Ira C. Eaker College for Professional Development	953-5042
Lemay Center for Doctrine Development and Education	953-8302
School of Advanced Air and Space Studies	953-8302
Squadron Officer College	953-9811
Squadron Officer School	953-9811

Liaisons for Geographic Areas

Geographic Area	Telephone
Afghanistan	953-5042
Africa	953-5042
Asia, North and East (Japan, Koreas, Taiwan)	953-5042
Asia, Southeast (Indonesia, Vietnam, etc.)	953-9811
Commonwealth of Independent States	953-5042
Europe, Eastern and Central	953-5042
Europe, Western	953-9811
Latin America	953-9810
Middle East and Persian Gulf	953-5042
Taiwan	953-9811

Liaisons for Selected Subjects

Subject	Telephone
Air Campaign Planning	953-9811
Air Force Smart Operations	953-9811
Air Power Doctrine	953-9811
Arms Sales	953-5042
Core Values	953-9811
Cultural Awareness	953-5042
Cyberspace	953-9810
Distance Learning	953-5042
Ethics and Morality	953-9811
Expeditionary Air and Space Power	953-5042
The Future	953-5042

Subject	Telephone
Homeland Security	953-9811
Humanitarian Operations	953-5042
Information Operations/Warfare	953-9810
Intelligence	953-5042
Islam	953-5042
Joint Forces/Operations	953-9811
Leadership	953-9811
Logistics	416-3103
Media and the Military	953-9811
Military Operations Other Than War	953-5042
Mobility	953-5042
National Security	953-9811
NATO	953-9811
Network Centric Warfare	953-9810
Non-Lethal Weapons	953-9810
Nuclear, Chemical, Biological Warfare	953-9811
Peace and Stability Operations	953-5042
Political-Military Affairs/Processes	953-5042
Privatization and Outsourcing	953-8301
Reserve Forces	953-5042
Space	953-5042
Special Operations	953-5042
Strategy	953-5042
Technology and the Military	953-9810
Terrorism	953-5042

Subject	Telephone
Total Force	953-5042
Transformation/Innovation, Military	953-9810
Unmanned Aerial Vehicles	953-5042
War—Causes, Law of	953-5042
War Termination	953-5042
War on Terrorism	953-5042
Warfighting	953-9811
Weapons of Mass Destruction	953-9811

Key Personnel

Position	Telephone
Director	953-2606
Associate Director	953-2505
Air Force Senior NCO Academy Library (Gunter Annex)	416-3103
Bibliographers	953-5042
Book Loan Section	953-2230
Cartographic Information Section	953-2313
Chief, Bibliography Branch	953-5042
Chief, Circulation Branch	953-8301
Chief, Reader Services Division	953-2237
Chief, Reference Branch	953-8302
Information Desk	953-2888
Interlibrary Loan	953-7223
Periodical Reference	953-2347
Security	953-2800
Special Materials Section	953-2348

Appendix D

Internet Addresses of Air University and Other Organizations

Air and Space Basic Course

<http://asbc.maxwell.af.mil/index.htm>

Air Command and Staff College

<http://www.acsc.maxwell.af.mil>

Air Force Historical Research Agency

<http://www.maxwell.af.mil/au/afhra>

Air Force Institute of Technology

<http://www.afit.edu>

Air Force Junior Reserve Officer Training Corps

<http://www.afoats.af.mil/AFJROTC/index.asp>

Air Force Personnel Center

<http://www.afpc.randolph.af.mil>

Air Force Reserve Officer Training Corps

<http://www.afoats.af.mil/AFROTC/index.asp>

Air Technology Network

<http://atn.afit.edu>

Air University

<http://www.maxwell.af.mil>

Air University Press

<http://aupress.maxwell.af.mil>

Air War College

<http://www.maxwell.af.mil/au/awc/awchome.htm>

Air War College Gateway to the Internet

<http://www.au.af.mil/au/awc/awcgate/awcgate.htm>

Barnes Center for Enlisted Professional Military Education

<http://cepme.au.af.mil>

APPENDIX D

Civil Air Patrol

<http://www.capnhq.gov>

Community College of the Air Force

<http://www.au.af.mil/au/ccaf>

Holm Center for Officer Accessions and Citizen Development

<http://www.afoats.af.mil>

International Officer School

www.au.af.mil/au/ecpd/ios/ios.htm

Ira C. Eaker College for Professional Development

<http://www.au.af.mil/au/ecpd>

LeMay Center for Doctrine Development and Education

<http://www.cadre.maxwell.af.mil>

Muir S. Fairchild Research Information Center

<http://www.maxwell.af.mil/au/aui/lane.htm>

Officer Training School

<http://www.afoats.af.mil/OTS/index.asp>

School of Advanced Air and Space Studies

<http://www.au.af.mil/au/saass>

Squadron Officer College

<http://soc.maxwell.af.mil/index.htm>

US Office of Personnel Management

<http://www.opm.gov/index.htm>

Appendix E

Degrees Awarded by Air University

Community College of the Air Force

Associate of Applied Sciences

Air War College

Master of Science in Strategic Studies

Air Command and Staff College

Master of Science in Military Operational Art

School of Advanced Air and Space Studies

Master of Airpower Art and Science

Air Force Test Pilot School

Master of Science in Flight Test Engineering

Air Force Institute of Technology

Master of Science in Aeronautical Engineering*

Masters in Air Mobility

Master of Science in Applied Physics

Master of Science in Astronautical Engineering*

Master of Science in Cost Analysis

Master of Science in Computer Engineering*

Master of Science in Computer Science

Master of Science in Weapons of Mass Destruction

Master of Science in Cyber Operations

Master Degree in Cyber Warfare†

Master of Science in Electrical Engineering*

Master of Science in Engineering Management

Master of Science in Environmental

Engineering and Science*

Master of Science in Electro-Optics*

Master of Science in Financial Analysis

Master of Science Program in Industrial Hygiene

Master of Science in Information Resource Management

Master of Science in Logistics Management

* ABET Accredited

† Intermediate Developmental Education

APPENDIX E

Masters in Logistics Sciences†
Master of Arts in Applied Mathematics
Master of Science in Applied Mathematics
Master of Science in Materials Science
Master of Science in Nuclear Engineering*
Masters in Operational Analysis†
Master of Science in Operations Research
Master of Science in Research and
Development Management
Master of Science in Space Systems
Master of Science in Systems Engineering*
Master of Science in Systems Engineering†
Doctor of Philosophy in Electro-Optics
Doctor of Philosophy in Electrical Engineering
Doctor of Philosophy in Computer Science
Doctor of Philosophy in Computer Engineering
Doctor of Philosophy in Astronautical Engineering
Doctor of Philosophy in Applied Physics
Doctor of Philosophy in Aeronautical Engineering
Doctor of Philosophy in Systems Engineering
Doctor of Philosophy in Space Systems
Doctor of Philosophy in Operations Research
Doctor of Philosophy in Nuclear Engineering
Doctor of Philosophy in Materials Science
Doctor of Philosophy in Applied Mathematics

* ABET Accredited

† Intermediate Developmental Education

Appendix F

Suggested Contents of Faculty Portfolio

Evidence of Teaching Effectiveness

- Current CV (curriculum vitae) or résumé.
- Statement of teaching philosophy.
- Copies of evaluations (student, peer, etc.).
- Courses developed and/or taught, with examples of syllabi and exams.
- Examples of exercises, field trips, simulations/war games, etc.
- Student advising and other work with students outside the classroom.

Evidence of Scholarship (Research) Effectiveness

For purposes of this dimension, there are four types of scholarly activity described below. These four descriptions are adapted from a special report from the Carnegie Foundation for the Advancement of Teaching (see Boyer, E. L. *Scholarship Reconsidered: Priorities of the Professorate*. San Francisco: Jossey-Bass, 1990).

The Scholarship of Teaching

Documentation should include publications dealing with pedagogy and/or teaching techniques, participation in workshops and seminars devoted to improving teaching skills, written evaluations of teaching material, and the development of student outcomes assessment tools.

The Scholarship of Discovery

In colleges/schools whose primary mission is teaching, the dissertation or other comparable piece of creative work could

suffice for this; however, colleges/schools with research missions and graduate programs are expected to have faculty engaged in ongoing research activities.

The Scholarship of Integration

Comprehensive articles and monographs, participating in curricular innovation, conducting interdisciplinary seminars, and textbook writing are examples of the scholarship of integration.

The Scholarship of Application (Applied Research and/or Development)

Must be tied directly to one's field of knowledge, and relate to and flow directly out of creative professional activity. The engagement in applied research and/or development may take the form of contract research, consultation, technical assistance, policy analysis, or program evaluation, provided that these are meaningful intellectual activities. This kind of scholarship requires creativity and critical thought in analyzing significant problems. These activities must be documented, and should include an evaluation from those receiving these services.

Document all research, publications, conference presentations, consulting activities, and other scholarly initiatives with relevant bibliographic details and other appropriate information.

Evidence of Service Effectiveness

- Service to the university (administrative duties, AU-wide committees, actions in support of AU initiatives, telling the AU story, etc.).
- Service to the college/school (committee membership, committee leadership, special projects, school/college initiatives, etc.).
- Service to the profession (national association membership/leadership, conference/symposium organizing, etc.).
- Service to the community.

Index

- academic
 - education, 4, 6, 12
 - freedom, 48–50
 - honor code, 57
 - integrity, 50, 57
 - policies, 48
 - rank, 20, 22, 27
 - support, 61
- Academic Office, 3
- access badges, 43
- accessions, 3–6, 10
- accreditation reviews, 23
- administrative duties, 25
- advisory boards, 47
- AETC Educator of the Year Awards, 28
- affirmative action, 16–17
- Air and Space Power Journal*, 62, 63
- Air Command and Staff College (ACSC), 6, 8, 12, 15–16, 19
- Air Corps Tactical School, 12
- Air Education and Training Command (AETC), 2, 4, 22, 28–29, 33, 47
- Air Force
 - Doctrine Center, 6
 - Doctrine Development and Education Center (AFDDEC), *See* LeMay Center
 - educational objectives, 62
 - Historical Research Agency (AFHRA), 61
 - Institute of Technology (AFIT), 12–13, 15, 17, 19–21, 24, 63
 - Instructional System Development (AFISD), 23
 - Junior Reserve Officer Training Corps (AFJROTC), 6–11
 - Personnel Center (AFPC), 15, 31
 - Public Affairs Center of Excellence (PACE), 61
 - Research Institute (AFRI), 61–63
 - Reserve Officer Training Corps (AFROTC), 6–7, 10–11, 15–16
 - Wargaming Institute, 13
- Air University
 - Board of Visitors, 47
 - code of ethics, 59–60
 - Command Board of Advisors, 47
 - commander, 1, 3, 4, 19, 21–22, 26, 29, 47, 52, 62
 - dean of research, 62–63
 - director of international affairs, 25
 - inspector general, 3, 37
 - Library, *See* Muir S. Fairchild Research Information Center
 - mission, 1–2, 4–6, 19, 26, 52, 59
 - Public Affairs (AU/PA), 48, 52
- Air University Press (AUP), 61, 63
- Air University Television (AUTV), 61, 64
- Air War College (AWC), 6, 10, 14, 15–16, 19
- Airman Education and Commissioning Program, 11
- Airman Leadership Schools (ALS), 7
- American Council on Education, 23
- audiotaping, 56
- awards, 5, 14, 28, 32
- Barnes Center, 6–7, 12
- Basic Officer Training, 11
- Board of Visitors, 3, 47
- chain of command, 3, 37, 39, 60
- cheating, 57–58
- chief academic officer, 3, 19, 22–23, 29, 37
- chief of information technology, 3–4, 64
- Civil Air Patrol (CAP), 6, 11–13
- Civil Engineer and Services School, 13
- Civil Service Retirement System (CSRS), 39–42
- Civil Service, 17–18, 39
- civilian faculty, 17–22, 24, 26–28, 31, 37, 40, 42, 45
- Civilian Performance Appraisal Review Program, 27
- Civilian Personnel Flight, 17, 37, 42
- Classification Act, 18
- classified information, 34, 42
- code of ethics, 59–60
- College for Professional Development (CPD), 12–13
- Combined Force Air Component Commander Course, 64
- Command Board of Advisors, 3, 47
- Commissioned Officer Training, 11

INDEX

- Community College of the Air Force (CCAF), 3, 6, 12
- community service, 12, 32
- competitive service, 18
- computer security, 33
- computer systems, 4, 13, 33
- continuing education, 1–3, 6, 13–14, 17
- continuum of education, 3, 6, 8, 23
- copyright policy, 56
- curriculum, 3, 7, 10, 12, 15, 18, 20–27, 64
- curriculum development, 15, 20, 25, 27, 64
- deferred retirement, 40
- degree(s), 1–5, 9–12, 15, 22, 48
 - programs, 2
 - awarded by Air University, 85–86
- disaster preparedness, 35
- distance learning, 2–4, 7–10, 13–14, 64
- dress code, 35
- driving privileges, 46
- drug use, 36
- drug-free workplace, 36
- Educator of the Year Awards, 28
- electronic mail, 33–34
- emergency leave, 36
- emeritus status, 22
- equal employment opportunity, 37
- evaluation process, 26
- excepted service, Schedules A and B, 17–18
- extracurricular activities, 45, 49
- faculty, 3, 5, 9, 13–14, 15–28, 31–32, 34–40, 42–64
 - organization, 22
 - responsibilities, 23
- Faculty Pay Plan, 17–18, 20
- Federal Employees
 - Compensation Act, 38
 - Group Health Insurance Program, 37
 - Group Life Insurance (FEGLI), 38
 - Health Benefits Program, 37–38
 - Retirement System (FERS), 39–42
- food and beverages, 31
- foreign disclosure, 36, 46
- foreign nationals, 46
- fraud, waste, and abuse, 37
- fund-raising, 36
- Gen Muir S. Fairchild Educational Achievement Award, 29
- General Schedule, 18, 28
- governance, 21, 24, 47, 58, 60
- government pension offset, 41
- graduate education, 2, 24
- Graduate School of Engineering and Management, 63
- grievance procedures, 37
- guest speakers, 56–57
- Gunter Annex, 2, 4, 7, 46
- health insurance, 37–38, 40
- hiring, 17, 19
- Holm Center, 6, 9
- honoraria, 56
- identification badges, 42
- information technology, 3–4, 33, 64
- injury compensation, 38
- Instructional System Development, 23, 25
- Intergovernmental Personnel Act, 17
- International Officer School (IOS), 6, 13
- international officers, 2, 7–8, 10, 14, 31, 43
- Internet, 7, 33–34, 62
- Ira C. Eaker College for Professional Development, 13–14
- Joint Flag Officer Warfighting Course, 64
- Joint Force Air Component Commander Course, 64
- Junior Reserve Officer Training Corps (JROTC), 6, 11
- LeMay Center, 6, 13–14, 61, 62, 64
- life insurance, 38–39, 41
- Life Skills Clinic, 36
- media contacts, 51
- military faculty, 15, 19, 24, 37, 45
- military grievances, 37
- military leave, 44–45
- misconduct, 60
- misrepresentation, 57–59
- Muir S. Fairchild Research Information Center, 56, 61, 63
- nepotism, 39
- nonattribution policy, 50, 57
- Noncommissioned Officer Academies, 7
- North Central Association of Colleges and Schools, 13

- Office of Personnel Management (OPM), 18, 31, 37–38
- Officer Training School (OTS), 6, 10–11, 16
- outside employment, 52–53
- parking, 31, 46
- performance appraisal, 27
- physical examinations, 39
- plagiarism, 57–58
- political activities, 51
- Privacy Act, 22
- professional
 - activities, 27, 54
 - continuing education (PCE), 1, 3–6, 13–14, 17, 64
 - military education (PME), 1, 3–4, 5–8, 10, 14, 16–18, 22–24, 61, 64
 - relationships, 59–60
- promotion, 6, 18–20, 24, 27–28, 39
- Public Affairs Center of Excellence (PACE), 61
- Public Affairs, 34, 48, 51, 61
- recreational facilities, 31
- recruitment, 19
- registrar, 3
- reprisals, 37
- research, 2, 6, 8–9, 13, 15, 17, 20, 23–25, 27, 36, 47, 49, 56, 59, 61–63
- retirement, 38–42
- salary adjustments, 27–28
- Schedules A and B, 17–18
- school commandants, 17, 26
- School of Advanced Air and Space Studies (SAASS), 6, 9, 12, 15
- School of Systems and Logistics, 13
- security
 - classification, 48
 - clearance, 42
 - incidents, 42
 - passes, 42
- Senior Noncommissioned Officer Academy (SNCOA), 7
- sexual harassment, 17
- smoking, 31
- Social Security benefits, 41
- Southern Association of Colleges and Schools, 1, 23
- speakers, 33, 56–57
- Squadron Officer College (SOC), 6, 8, 14
- Squadron Officer School (SOS), 8, 16
- strategic planning, 4
- Strategic Studies Quarterly*, 62, 63
- teaching effectiveness, 20
- temporary appointment, 37
- temporary duty, 44, 46
- tenure, 19, 21
- termination, 5, 19, 21–22
- Thrift Savings Plan (TSP), 42
- travel, 32–33, 44, 46, 55
- unemployment compensation, 44
- unprofessional relationships, 59–60
- vacations, 45
- videotaping, 56
- visiting faculty, 18
- volunteer activities, 32
- Warfighting Applications Directorate, 43, 61–62
- Warfighting Education Directorate, 13, 61, 64

