



Air Command and Staff College

AY 15 Student Handbook

Introduction

This handbook is a “one-stop” quick reference for Air Command and Staff College (ACSC) students. It covers both general and specific information regarding ACSC policies, procedures, and programs. All students are expected to read and become familiar with the contents of this handbook. Students will comply with the guidance and information outlined herein, unless expressly instructed otherwise by their chain of command. Please address questions to the 21st Student Squadron staff or refer to the appropriate Air Force instruction, Air University instruction, or ACSC supplement.

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Welcome

Dear ACSC Class of 2015,

On behalf of Air Command and Staff College, welcome, and congratulations on your selection to attend the U.S. Air Force's most historic professional military education program. You are joined by approximately 500 fellow officers and civilian leaders who represent every branch of service, each total force component, several government agencies, and more than 60 nations. Together, you can look forward to a *rigorous* and rewarding academic year, filled with numerous opportunities to grow personally and professionally.

To help you along that journey, this handbook serves as your guide to ACSC's leadership and organizational structure, academic program requirements, school policies, and general standards of behavior. While not all-inclusive, it is the baseline guidance for your time at Air Command and Staff College. Feel free to contact me or any of the 21st Student Squadron Directors of Operations with questions.

Again, welcome to ACSC. I wish you all the best, and look forward to learning with you!

Sincerely,

//SIGNED//

BRIDGET M. MCNAMARA, Lt Col, USAF
Commander, 21st Student Squadron

AIR COMMAND AND STAFF COLLEGE



ACSC Mission

Prepare field-grade officers to develop, employ, and command airpower in joint, multinational and interagency operations.

ACSC Vision

We Deliver Excellence...21st Century Leaders for 21st Century Challenges.

21st STUDENT SQUADRON



21 STUS Mission

Cultivate the professional development, airpower education, and personal growth of rising military and civilian leaders.

CHAPTER ONE

21st STUDENT SQUADRON (STUS) ORGANIZATION

CONTACT INFO:

All students can be reached using the following information:

Mailing Address: Maj Jane Doe/Flight XX
 225 Chennault Circle
 Maxwell AFB AL 36112-6426

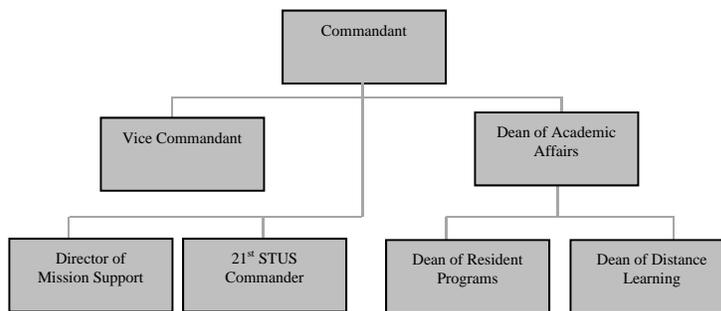
Telephone numbers: DSN= 493 Comm= 953 Area Code: 334
 On-base dialing: 953-XXXX
 Off-base: 99-XXX-XXXX
 DSN access: 94-XXX-XXXX
 Comm Long Distance: 98-1-area code-XXX-XXXX
 Urgent Messages: 953-5629 / 3277
 21 STUS/CC: 953-3277
 21 STUS/DO1: 953-5629
 21 STUS/DO2: 953-6605
 21 STUS/DO3: 953-0415
 21 STUS/DO4: 953-2574
 21 STUS/ADOI: 953-7506
 Division 1 FAX: 953-7956
 Division 2 FAX: 953-7954
 Division 3 FAX: 953-4816
 Division 4 FAX: 953-7050
 21 STUS/ADOI FAX: 953-7161
 **On-base 911 via Cell Phone 953-9911

See Attachment 1 for an ACSC (Building 1402) floor plan.

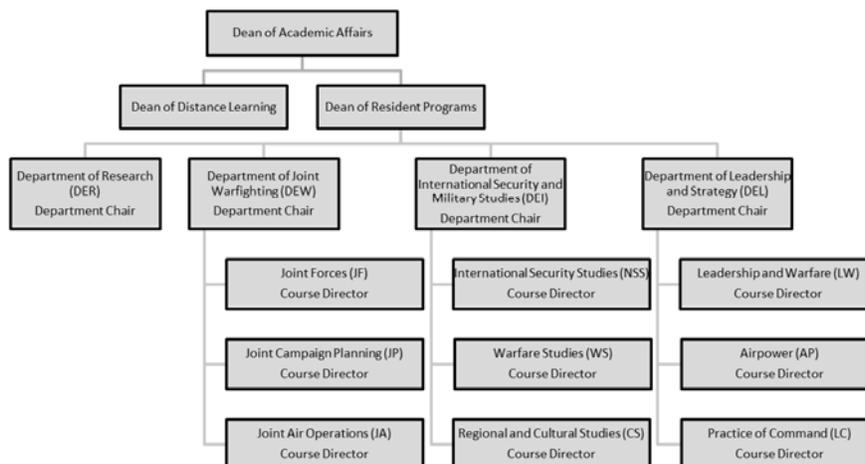
CHAIN OF COMMAND

First and foremost, students should understand the 21 STUS chain of command under which they fall. While there are some specific differences in the chain of command among the non-Air Force personnel, the chain in all situations begins with the Flight Commander (Flt/CC) and then the Assistant Director of Operations (ADO). For administration and personnel related items, the chain of command is: Flt/CC, ADO, assigned 21 STUS Director of Operation (DO), and 21 STUS Commander (CC) (with the Course Instructor (CI) as information/coordination addressee if required for academics). Academic issues are resolved by the CI and then the Course Director. US non-AF personnel will work issues simultaneously through their service/civilian representative and their AF chain of command. International Officers will work issues simultaneously through the IO ADO and their AF chain of command. Do not circumvent the chain of command by communicating directly with higher levels without first coordinating with appropriate intermediate levels within the chain. At a minimum, ensure electronic courtesy copies are forwarded to “need-to-know” levels for information purposes.

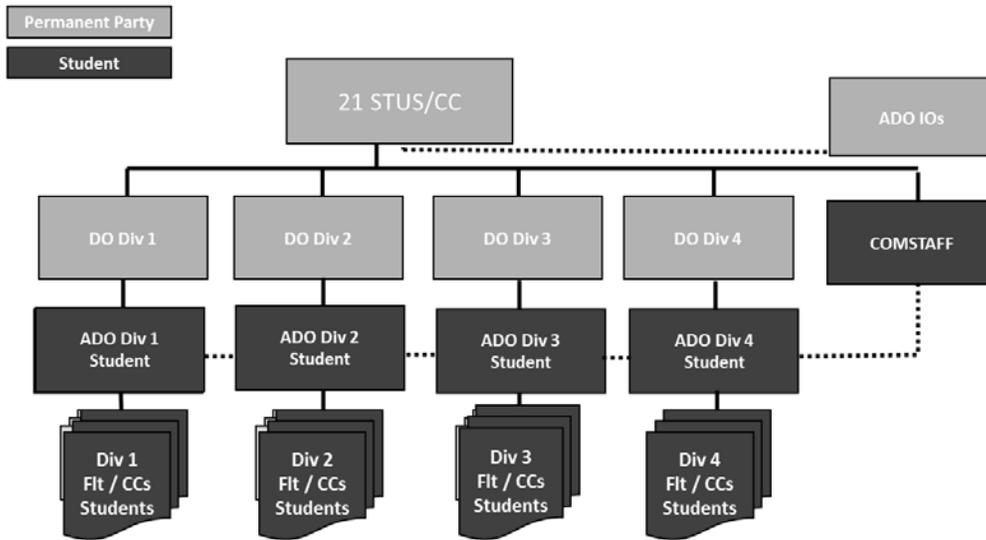
ACSC Leadership



DE Organization

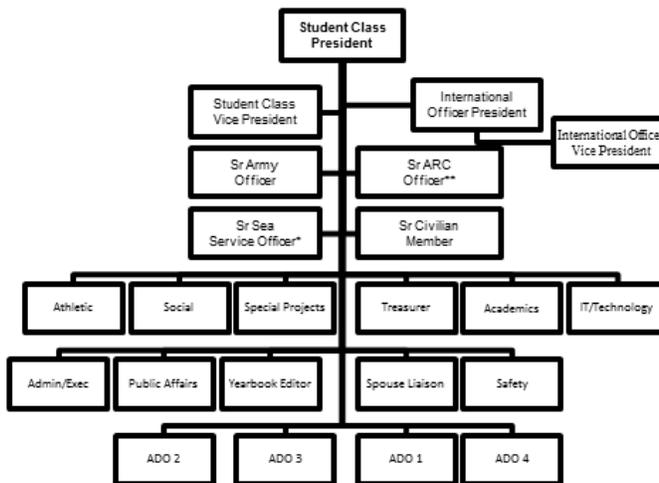


Student Organization



ACSC/CC rates ACSC students via End of Year Training Report

COMSTAFF Organization



*Position filled by the Senior USN or USMC Officer

**Position filled by the Senior Air National Guard or AF Reserve Command Officer

ROLES AND RESPONSIBILITIES

Permanent Party Leadership Positions

Commander (21 STUS/CC): Responsible for the health, morale, and welfare of all students attending ACSC and oversees the 21 STUS/Directors of Operations. The squadron commander serves as the Commandant's conduit on all operational student issues and provides feedback to ACSC's deans regarding academics, research, technology, and mission support. The squadron commander is always available for discussion on all matters and concerns for which students need guidance and/or counseling.

Director of Operations (21 STUS/DO): Responsible for the daily operations of one of the four divisions in the student squadron and ensures students' problems and concerns are addressed or referred to the appropriate office or agency. Coordinates with CIs on student academic problems.

International Liaison Officer (21 STUS/ILO): One 21 STUS Director of Operations is assigned as the squadron International Liaison Officer (ILO). Additionally, the squadron also has an Assistant Director of Operations for International Officers (ADOI). These individuals are responsible for the management of the International Officer (IO) programs for the school. These programs include, but are not limited to; coordination with the International Officer School (IOS) on the conduct of their summer preparatory course for the ACSC IOs, facilitation of IO entry into the ACSC Master's Program through coordination with the ACSC and AU registrars, and assisting in the coordination of and attending IOS sponsored field trips for the IOs. Additionally, the ILO/ADOI provides daily guidance and assistance to both IOs and Flight Commanders when issues arise that affect the well-being of the IOs, whether it be physical, personal, or professional. Lastly, the ILO/ADOI provides training to both new faculty members and First Fifty students on the challenges and rewards of having IOs attending our institution.

Assistant Director of Operations for International Officers (21 STUS/ADOI): Responsible for the support and special requirements of the international officers in the student squadron. Ensures IO problems and concerns are addressed or referred to the appropriate office or agency. Coordinates with the assigned 21 STUS/DO, International Liaison Officer, International Officer's School, and/or CIs on student academic problems.

Student Leadership Positions

Assistant Director of Operations (ADO): A student who serves as liaison officer between each division and squadron leadership. It is their responsibility to ensure proper coordination of Forms 4 (absence request forms) and to ensure division compliance with school and division policies.

First Fifty: Air Force Personnel Center selects the senior ranking (based on date of rank) Air Force students as the First Fifty. Additionally, the senior ranking officer from the other services may be included. These individuals report to ACSC approximately two weeks prior to the rest of the Air Force officers. They constitute the initial core of students who will serve in various leadership positions and establish a foundation to help welcome and acclimate the rest of the student body.

COMSTAFF: The Command and Staff (COMSTAFF) is a student led organization that serves as the student body government. The purpose of the COMSTAFF is to provide the ACSC student body a firm basis for self-government and a vehicle for collecting and expending monies for the benefit of the COMSTAFF Association membership. The COMSTAFF is a private organization made up of the following officers: the Student Class President (SCP), the Class Vice President (SCVP), the four student ADOs, the International Officer President, the International Officer Vice President, the senior ranking officer from the Army, the Sea Service, Air Reserve Component, and a civilian student representative. This group will sponsor numerous activities for the benefit of the class and ACSC throughout the year. In order to function effectively, they need all students' support and participation. A supporting team of officers handles the COMSTAFF's functional responsibilities. For more information, students may contact any COMSTAFF member for a copy of the most up-to-date COMSTAFF Association Constitution and Bylaws.

Flight Commander: Each flight has one student flight commander. The Flt/CC's leadership is critical to the success of the flight. They must be a positive role model and remain responsive to the needs of their fellow flight members. They are the first point of contact for administrative matters and serve as the sponsor for the flight's International Officers. Flt/CCs are encouraged to consult with their ADO, ADOI, DO, and International Liaison Officer regarding International Officer issues.

In general, each Flt/CC is responsible for the following aspects of the flight.

- Administers and maintains good order and morale for their flight during all ACSC-sponsored activities.
- Ensures flight members attend all scheduled events.
- Coordinates student requests for absence with the ADO and assigned 21 STUS/DO as required.
- Maintains a close liaison with the course instructors, ADO, and assigned 21 STUS/DO to include advising of emergencies or unusual circumstances involving flight members.
- Maintains a close liaison with the ADO on COMSTAFF matters.
- Ensures the flight room is neat and orderly at the close of each workday.
- Serves as the flight Physical Training Leader (PTL), in accordance with AFI 36-2905, for the entire academic year.
- Serves as an International Officer (IO) Military Sponsor—helps the IO acclimate to American life and their local community.

Students: ACSC offers a world-class professional military education program and expects all students to do well and thrive in this challenging environment. Students are responsible for their own success and the success of the flight as a learning team. Specialized duties in each flight (see Attachment 2) enhance the flight's effectiveness and give the student additional roles and responsibilities. Most of all, the students' enthusiasm, diligence, and officership enhance the total experience and success of the flight.

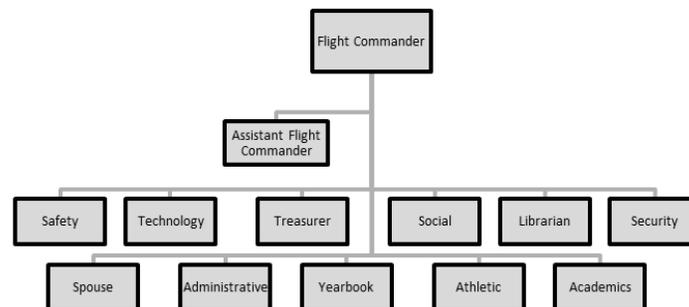
FLIGHT ADDITIONAL DUTY APPOINTMENTS

Ft/CCs appoint flight members to carry out additional duties. SCP, SCVP, and Class Academic Officer are exempt from holding flight additional duties unless they so desire. Other COMSTAFF officers should not be assigned flight duties that inhibit or detract from their full COMSTAFF participation. Further information regarding flight additional duties and responsibilities are in Attachment 2.

FLIGHT ORGANIZATION

Each flight has 12 - 13 students, including one or two international officers. Flights will also include Sister Service officers and a Civilian or Reserve/Guard member.

Flight Organization



STUDENT MIX

Students will mix twice during the academic year. Each mix assigns flight members based primarily on occupational specialties/career fields. However, other factors such as branch of service and gender are also considered. The initial mix will be in effect from August until the winter break in December. Students will mix after the break and remain with their second mix from January until graduation. The first mix Ft/CC will remain assigned to the first mix flight, acting as that flight's assistant Ft/CC for the second mix to provide continuity and fill assigned responsibility as Military Sponsor for that flight's international officers. International Officers will also remain in their first mix flight.

CHAPTER TWO

PROFESSIONAL GUIDANCE

OVERVIEW

ACSC is a military institution that demands professional behavior from its faculty, staff, and students.

STUDENT STANDARDS AND PROFESSIONAL PERFORMANCE

Professionalism

You as professional officers, civilians, and students are expected to take full advantage of this opportunity and continue your personal and professional development. Students will display professional bearing, appearance and attitude at all times. Furthermore, they will be properly prepared for the course activities, maintain proper decorum in briefings and seminar discussions, and attend and participate in all mandatory events.

Professional Performance Probation Status

ACSC will not tolerate any student whose behavior disrupts the accomplishment of ACSC's mission in any lecture hall or seminar. Any student who continues to fail to perform at an acceptable level will be placed on professional probation which is a first step toward dismissal. This is intended to highlight the need for significant, immediate improvement in an individual's professional performance. The Commandant, Vice Commandant, and Dean of Resident Programs will be notified by the 21 STUS/CC each time a student is placed on or removed from probation. The 21 STUS/CC and 21 STUS/DOs will monitor the status of the students on probation and provide counseling and feedback to restore required performance standards. Students on probation will develop a plan (with 21 STUS/DO assistance) to repair any professional deficiencies preventing their success at ACSC. The 21 STUS/CC may request a Commandant's Review Board to evaluate additional actions. The 21 STUS/CC may remove the student from probation status when satisfied with the correction of the professional performance deficiency. The Commandant may, at any time, convene a Review Board to consider elimination of a student on probation status from the college. Students on probation status at graduation will be ineligible for recognition programs (e.g. DG and awards) and may not graduate.

EQUAL OPPORTUNITY AND TREATMENT/SEXUAL HARASSMENT

All students will read and are expected to comply with AFI 36-2706, *Equal Opportunity Program Military and Civilian*.

As a military institution, ACSC upholds the highest standards of professional and personal conduct at all times. Individuals must be treated with due dignity and respect. Any form of sexual discrimination or mistreatment will not be tolerated. Sexual harassment is forbidden and is beneath the dignity of military officers.

The ACSC will maintain an environment free from sexual harassment. No one will make comments, remarks, or take actions of a sexual nature that might offend others. Similarly, everyone has an obligation to inform others if their comments, remarks, or actions have been offensive. This frank communication between individuals at ACSC is expected and will help foster an environment free from sexual harassment.

Ethnic or racial jokes, slurs, or mistreatment are discriminatory, are not acceptable, and will not be tolerated at ACSC. This applies to all communications: spoken, written and electronic.

FRATERNIZATION AND UNPROFESSIONAL RELATIONSHIPS

Relationships are deemed unprofessional, whether pursued on or off duty, when they detract from the authority of superiors or result in, or reasonably create the appearance of, favoritism, misuse of office or position, or the abandonment of organizational goals for personal interests. Fraternization is an aggravated form of unprofessional relationship and is recognized as a violation of Article 134 of the UCMJ. Air Force Instruction (AFI) 36-2909, *Professional and Unprofessional Relationships*, provides specific guidance related to training and educational situations. Specific to the academic environment, AF policy advises against any personal relationships between faculty and students. AETCI 36-2909, *Professional and Unprofessional Relationships*, has additional guidance.

FINANCIAL AND PERSONNEL POLICIES

Government Travel Cards (GTC)

Know the rules on the card's intended use. If it is not an official travel related expense--the type for which you will be reimbursed by the US government--then do not use your GTC. Remember also that unlike a credit card where you can run an unpaid balance, you are expected to pay the bill promptly each month. For any GTC related issues please go by Rm 1124 or call 953-2715. For account help contact your service representative, as the GTC is still under the servicing pay office control. They also maintain access to monthly statements supplied by the card contractor as part of the government contract.

ELECTRONIC MAIL (E-MAIL) DECORUM

The following guidelines are broad criteria to use when using the e-mail system and the AFNET. These guidelines are purposely general and are not intended to be an exhaustive list of do's and don'ts for e-mail or other electronic communication. Always

use common sense and good judgment. Note that for archival purposes, all e-mail transmissions are automatically monitored, tracked, and recorded. Mail will not be distributed to the entire class without 21 STUS/DO approval. Exceptions to this policy include COMSTAFF or special project officers needing to get information out to the entire class. If you have any questions, consult your respective 21 STUS/DO before transmitting the e-mail. In addition, students wishing to email any distribution groups above the division level must get DO approval.

Official versus Personal Communication

Use e-mail for official communication only. ACSC faculty, staff, and students are restricted from using these systems for personal gain, e.g., advertising for sale of goods or services, etc.

Privacy of Information

The Privacy Act imposes civil and criminal penalties for disclosing personal information from a "system of records" to someone not entitled to that information. "Systems of records" include personnel records, medical records, and other official records that are retrieved by an individual's name, social security number, or other personal identifier. Therefore, do not use e-mail (or any other means) to distribute home addresses, home telephone numbers, number and sex of dependents, home of record, age, date of birth, and other personal information without first getting the consent of the subject or using the proper procedures. Also, **DO NOT** display personally identifiable information (PII) on the walls in the seminars or hallways without gaining consent from everyone on the list. If consent is received, ensure the electronic correspondence reflects the fact that approval was received from the subject. Use of private information for other than intended purposes will result in the violator being subject to disciplinary action.

Grievances and Complaints

The e-mail system is not a forum for circumventing the chain of command to air grievances or complaints. Individuals, groups, or flights wishing to file complaints or provide suggestions for improvements to administrative or curriculum related policies, procedures, or issues must follow the appropriate chain of command or established feedback process.

ALCOHOLIC BEVERAGES

Consumption of alcoholic beverages is only authorized after the last duty event of the day for the appropriate Division. If one Division ends duty day requirements before other Divisions are complete, alcoholic beverages will only be consumed in the appropriate Division hallway or Flight room. All personnel will use good judgment when consuming alcoholic beverages in the ACSC building.

SMOKING/TOBACCO USE

The goal of AFI 40-102, published 26 Mar 12, is “a tobacco-free USAF...commanders and leaders should strive for tobacco-free AF installations and decrease supportive environments.” Currently, students of all AF formal training courses are prohibited from using tobacco in uniform and tobacco use is prohibited during school duty hours by all students in PME. All forms of tobacco use are affected, including cigars, cigarettes, e-cigarettes, stem pipe, water pipe, chew, “dipping,” or snuff/sniffing. Tobacco use on installations is restricted to Designated Tobacco Areas (DTA) for those exempt, students out of uniform or after duty hours, or non-student use during duty hours. Currently, there are only two authorized areas to use tobacco products while at ACSC and both are outside the Wood entryway on the inner circle across from the AU Library and are identified by signs and cigarette butt receptacles. (see Attachment 7). **Do not** use any tobacco products inside the ACSC building at any time.

UNIFORMS

Unless otherwise noted on the Student Calendar, military members will wear ABUs or flight suits (or service equivalent) during normal duty hours.

<u>USAF</u>	<u>Army equivalent</u>	<u>Navy equivalent</u>	<u>USMC equivalent</u>
Short Sleeve blues	ASU w/no tie	Khakis	Service C
Long Sleeve blues	ASU w/tie	Khakis	Service B
Service Dress	ASU w/jacket	Service Dress (White/Blues)	Service A

Flight suit note: Students are authorized to wear previous unit patches. Aircraft specific or previous squadron shoulder morale patches are authorized to be worn on the FDU on Fridays. Morale tabs are authorized at all times on the exposed Velcro of the left sleeve, provided they conform to one of the following types: AFSC or duty position, aircraft silhouette, POW/MIA, 9/11 commemoration, or any other wartime/combat memorial.

It is important that students have all uniform combinations available while at ACSC. Throughout the year, there will be requirements to wear Service Dress and Mess Dress uniforms (or service equivalent). Additionally, for some social events the dress code will be “Coat and Tie.” For men this means Sports Jacket and tie. Women’s equivalent includes a dress, pantsuit, skirt and blouse, optional jacket, or dressy slacks and top.

Civilians are expected to comply with reasonable dress and grooming standards based on comfort, productivity, health, safety, and type of position occupied. These requirements are outlined in guidance provided during civilian student orientation conducted prior to arrival of the main student body. **Jeans are not authorized.**

NO HAT/NO SALUTE AREAS

Specific areas have been designated as no hat/no salute areas. These areas are located within the courtyards and are designated by signs.

SPORTS AND FITNESS PROGRAM

Health and fitness are integral components of military leadership and command. Being “fit to fight” not only nurtures your own physical capabilities, but also sets the example for others. The ACSC sports and fitness programs support the ACSC mission by encouraging healthy activities, recognizing excellence in physical competitions, and building camaraderie amongst students. The programs include Maxwell AFB intramural sports, weekly flight physical training sessions, individual workouts, official ACSC events, and the “Fit to Fight” program.

Fitness Program

The Commandant has emphasized a strong commitment to a fit force, and a year at ACSC provides the opportunity to fine tune good health practices. Fitness is part of duty and in accordance with AFI 36-2905, ACSC’s fitness program is based on group and individual participation in a regular (at least 3 times per week) exercise program.

Individual Responsibility: As a general rule, students are afforded daily workout time that is built into the academic schedule (usually 0700 - 0830). The students will test at least once (or twice if < 90 on fall test) during the academic year and are expected to work as hard as necessary to pass that test.

Group Responsibility: At a minimum, flights will run and perform push-ups and sit-ups once per week as a group, with the goal of every member improving their physical fitness test score. International officers and civilians are not required to participate in group PT; however, they are highly encouraged to do so. In addition, the flight may participate in periodic scheduled activities (softball, volleyball, or other sports) with other flights. The overall intent of flight-scheduled sports is social interaction and team building, in conjunction with healthy competition. Each flight athletic officer will be the officer in charge (OIC) of this activity. He/she will work through the division athletic officer and the COMSTAFF athletic officer to schedule facilities and ensure participation of all flight members. This program gives you a chance to socialize with as many class members as possible. Each flight will standardize the wear of the uniform for the flight PT session. The two options are the service PT uniform or the service PT shorts with the Division t-shirt. Civilians and IOs who choose to participate should wear the division t-shirt or other appropriate PT gear.

Fitness Test: All military personnel assigned to ACSC will take and are expected to pass their service specific fitness test while assigned to ACSC. US military members must pass the Air Force fitness test with a minimum score of 80 to be eligible for DG. If an International officer, Joint service member, or Civilian does not complete an official USAF Fitness Test they will receive a default score of 80. ACSC international officers are only required to perform mandatory PT if it is approved on their ITO. International officers and civilian personnel are not required to accomplish the AF fitness test; however, if they wish to compete for Distinguished Graduate, they are highly

encouraged to accomplish the test to improve on the default 80 score assigned. For further information on the Distinguished Graduate program, refer to ACSC Supplement 1, AUI 36-2303. The Spaatz Center Unit Fitness Program Manager can provide further guidance on the AF fitness test. **For the official PT test, all military personnel must wear their service-specific PT uniform.**

“Fit to Fight” Program

The “Fit to Fight” competition serves two purposes. The first is to encourage participation in athletic competitions (mostly in official ACSC events but also other on-base and off-base activities). The second is to reward performance in those events and the PFT. The student with the highest number of points (and at least a 3.2 GPA) at the end of the year will be recognized. Additionally, the students with scores in the top 10% will receive a bullet on their training report and an official “Fit to Fight” coin. Details for the program are contained in the “Fit to Fight” program guide.

Intramural Sports Program

ACSC sponsors teams in all intramural leagues at Maxwell AFB. Students, faculty, and spouses can be team members. Sports available include basketball, flag football, volleyball, wallyball, racquetball, softball, bowling, golf, and soccer. ACSC has historically done very well in intramurals and encourages class member participation. The base will allow more than one team for a specific sport from each organization.

CHAPTER THREE

THE EDUCATIONAL PROGRAM

OVERVIEW

ACSC, the Air Force's Intermediate Professional Military Education (PME) institution, is geared toward teaching the skills necessary to conduct air, space, and cyberspace operations in support of a joint campaign. ACSC's focus is on shaping and molding leaders and commanders. ACSC's academic environment stimulates and encourages free expression of ideas as well as independent, critical, and creative thinking.

ACSC traces its roots to the Air Corps Tactical School (ACTS) located at Maxwell Field from 1931 to 1940. After World War II, as the independent Air Force formed, grew, and developed, the requirements and expectations of the school evolved to fulfill the service's educational needs. The vision of pre-World War II leaders has withstood the test of time. Although seven decades have passed since ACTS opened its doors at Maxwell, the present 10-month curriculum still focuses on developing an understanding of the air, space, and cyberspace domains and on the growth of mid-career officers. In 1962, the school became known by its current name, Air Command and Staff College.

GOALS

The ACSC curriculum encourages the development of higher-order thinking by challenging students to think critically and to develop a combination of analytical and practical capabilities required of leaders charged with their nation's defense. The school delivers educated FGOs prepared to develop, employ, and command airpower in joint, multinational and interagency operations. The ACSC Resident Program produces graduates who are able to:

- Lead and command in complex, dynamic, and ambiguous operational environments.
- Apply military theory in general and airpower theory in particular to the development of operational-level strategies.
- Plan for the integration and employment of joint forces at the operational level in whole-of-government operations across the spectrum of war and conflict.
- Articulate capabilities and limitations of Service and Joint organizations in the conduct of war at the operational level.
- Apply research methodologies and critical thinking skills to analyze issues of concern to the warfighter and/or broader defense community.
- Forge professional relationships which facilitate efficient, effective and collaborative accomplishment of assigned tasks

RESIDENT PROGRAM

The curriculum is administered by the ACSC Dean of Resident Programs, whose responsibility is to provide all curriculum development and academic leadership to the program's faculty and student body. Students will receive instruction from four academic departments: Department of International Security Studies (DEI); Department of Joint Warfighting (DEW); Department of Leadership and Strategy (DEL), and Department of Research (DER).

The primary form of instruction in the resident program is through instructor/student contact time held in seminar rooms. Students are issued a laptop computer to use to keep track of the academic schedules, online reading assignments, and for use in examinations throughout the academic year.

Master's of Military Operational Art and Science Degree Program Admission Requirements and Procedures

To be admitted to the Master's of Military Operational Art and Science degree program, an individual must comply with AUI 36-2323, *Air University Master's Degree Admissions*.

Proof of Academic Capability by Transcript (per AUI 36-2323)

Air Force Active Duty, Guard, and Reserve officers selected to attend ACSC will have their degree status verified by the AU Registrar through AFIT without action on their part.

Sister Service and civilian students **must** have their official transcripts sent to the AU Registrar, 60 Shumacher Ave, Maxwell AFB, AL 36112, no later than 31 August of the academic year for which they are selected to attend.

International officers interested in pursuing a Master's degree at ACSC should comply with the requirements stated in AUI 36-2323. Questions should be directed to the Assistant Director of Operations for International Students (ADOI) at (334) 953-7506, International Officer School (IOS) at (334) 953-6338, or the AU Registrar at (334) 953-8128.

International Officer Proof of Academic Capability by Portfolio

Air University provides a portfolio option to those selected to attend ACSC who wish to apply to the Master's of Military Operational Art and Science degree program but do not possess a US bachelor's degree or an equivalent academic degree. Specific requirements and procedures (including the deadline) for applying to ACSC's Master's program are defined in with AUI 36-2323, *Air University Master's Degree Admissions*.

International Officer Proof of English Language Proficiency

Air University requires minimum English language proficiency. Specific requirements and procedures (including the deadline usually 1 Aug) for applying to ACSC's Master's program are defined in with AUI 36-2323, *Air University Master's Degree Admissions*. Most International Students accomplish this prior to arriving in the US.

GRADUATION REQUIREMENTS

Specific graduation requirements are defined in ACSC OI 36-7, *Student Academic Performance*. In order to be eligible for graduation, students must complete all prescribed Resident Program courses and required activities, unless exempted by the ACSC Commandant. Students fully admitted must complete the entire ACSC resident program. Students must achieve a grade of "C" or higher on each academic course with an overall grade point average of 3.00 on a 4.00 scale and demonstrate fully satisfactory participation in other scheduled ACSC programs and activities to earn the master's degree. All students are highly encouraged to carefully read ACSC OI 36-7 to familiarize themselves with the minimum requirements for the awarding of a master's degree, JPME1 credit, or certificate of attendance.

ROLES AND RESPONSIBILITIES

Dean of Resident Programs: Responsible for faculty credentials and management of ACSC's educational program

Department Chairs: Responsible for supervision of assigned faculty and for development and execution of assigned courses of instruction.

Course Directors (CD): Responsible for the development and execution of a specific course of instruction.

Course Instructors (CI): Develop and teach the curriculum. Students may expect instruction from several different CIs during the school year. CIs are responsible for instruction and student evaluation. CIs keep the assigned 21 STUS/DO apprised of student performance throughout each academic course and serve as academic mentors and monitors for the year. The CI resolves academic problems, provides training report inputs, academic support, and counseling. CIs cannot authorize students to miss class.

RESEARCH/ELECTIVES PROGRAM

The Research/Electives (RE) program, managed by DER, complements ACSC's core curriculum, providing an opportunity for students to investigate topics of particular interest in a rigorous fashion under the direction and guidance of a subject matter expert. Through this program, students develop their ability to define an issue succinctly; conduct thoughtful, logical, and critical research and analysis; and create

well-supported conclusions and recommendations of potential benefit to today's warfighters.

EVALUATION PROGRAM

The development, administration, and grading of student evaluation instruments designed to measure student accomplishment of ACSC core course learning objectives is governed by ACSC OI 36-7, *Student Academic Performance*.

DISTINGUISHED GRADUATE (DG) PROGRAM

The ACSC DG program is a Commandant's program. Policies and procedures relating to the DG program are published in detail in ACSC Supplement 1, to AUI 36-2303, *Recognition of Outstanding Student Achievement*.

The Commandant uses order-of-merit (OM) ranking to identify distinguished graduate achievement. Typically, the number of DGs is approximately 10 percent of the class size. The Commandant will determine the exact percentage for each class based upon natural break points and the quality of student performance.

The OM is determined by a weighted calculation of three performance areas – professionalism, academics and fitness. Professional performance will be determined by chain of command and peer assessments. Academic performance will be determined by GPA. See the Sports and Fitness section of this handbook for more details on the fitness program.

AWARDS PROGRAM

The awards program is designed to recognize those students excelling in academics and leadership during the academic year. Several end-of-year awards are awarded to students by the Commandant. For more information, refer to ACSC OI 36-13 *Student and Faculty Special Recognition Programs*.

CHAPTER FOUR

ACADEMIC GUIDANCE

ACADEMIC FREEDOM (PER AUI 36-2308, *ACADEMIC FREEDOM*)

The free exchange of opinions and ideas is essential to the educational process and, to the greatest extent possible, faculty, students, and staff are encouraged to speak and write freely. Even in this academic setting, however, the importance of Air University's military mission requires limits on some types of expression. All laws and standing regulations concerning the conduct of government employees (military and civilian) apply to Air University faculty members and students who are employees of the US government. For example, in accordance with the Uniform Code of Military Justice (UCMJ), commissioned officers may not use contemptuous words toward the President, Vice President, Congress, the Secretary of Defense, the Secretary of the Air Force, and others. In addition, military members may not make disrespectful remarks about a superior commissioned officer, nor may an enlisted member make a disrespectful statement toward a superior noncommissioned officer.

In addition to these specific restrictions on military members, faculty, students, and staff should remember that the public might judge the armed forces or Air University by their spoken or written statements. In any public forum, Air University faculty, students, and staff members should make every effort to indicate clearly that the opinions they express are personal to the member and do not represent the official views of their organization, Air University, the United States Air Force, the US government, or any other government or academic community.

Guest lecturers, faculty, and students are encouraged to state their opinions and support or criticize any objective, policy, strategy, or tactic while pursuing knowledge, understanding, and improvement of the military profession. When instructing, writing, or speaking at any event sponsored by Air University, guest lecturers, faculty, and students must adhere to the Air University policy against making offensive remarks and irresponsible statements. The intent of this policy is to focus attention on the need for civility and accuracy in the comments individuals make about and toward others in an academic environment. In the articulation and defense of ideas and positions on issues, individuals should be accurate, show respect for the opinions of others, and make every effort to indicate they do not speak for Air University.

Offensive remarks or irresponsible statements include comments disparaging any person's race, color, national origin, ethnic group, religion, or sex. Offensive remarks or irresponsible statements by any speaker at any event sponsored by Air University are not tolerated. This is not meant to restrict classroom discussions of controversial subjects; however, discretion must be a guiding criterion.

Statements, disagreements, and other comments made by individuals or groups in the educational forum are safeguarded through the practice of non-attribution. It is acceptable to say “a previous speaker” made a particular statement, but the speaker’s name may not be divulged without permission. Communications among students and faculty in a distributed learning environment whether in real time or delayed are privileged (protected), and non-attribution applies. Care should be taken to ensure that e-mail or text conversations from Internet chat or bulletin board discussions are not forwarded outside the educational forum without the permission of the originator. Additionally, students and faculty are not permitted to use personal electronic recording devices to record lectures or question and answer periods.

All guest speakers, students, and permanent-party personnel are prohibited from divulging the identity of any particular speaker, whether a guest speaker, faculty member, or student, for the purpose of attributing to that speaker any specific remarks or statements, including but not limited to offensive remarks and irresponsible statements, made in the Air University educational forum or at Air University-sponsored events, except when required during official investigations. If citing a particular speaker to facilitate curriculum requirements, the following nomenclature will be used: “The speaker on DD MMM” or “As stated during “Course #).” Remarks made by guest lecturers, faculty, and students may be released or discussed with other individuals outside the school forum only after permission is received from the speaker and approval obtained from the school Commandant or commander concerned, or his or her designated representative.

Further guidance regarding principles and policies relating to academic freedom are found in Air University Instruction AUI 36-2308, *Academic Freedom*.

ACADEMIC INTEGRITY (PER AUI 36-2609, *ACADEMIC INTEGRITY*)

Academic integrity is defined as uncompromising adherence to a code of ethics, morality, conduct, scholarship, and other values related to academic activity.

Specific guidance regarding academic integrity is found in ACSC OI 36-7 and AUI 36-2309, *Academic Integrity*. Individuals who violate this instruction are subject to adverse administrative action. Individuals subject to the Uniform Code of Military Justice may be prosecuted under the UCMJ for violations of academic integrity. Violations by civilian employees may result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violations of related laws.

Breaches of academic integrity include plagiarism, cheating and misrepresentation.

Plagiarism

Plagiarism is the act of 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 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, 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. **WHEN IN DOUBT, CITE!**

Cheating

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 (commonly referred to as "gouge") not authorized for examinations or other assigned work; using previously written research papers, briefings, or other types of student work normally assigned by ACSC; 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 ACSC.

Misrepresentation

Misrepresentation is the act of making an assertion 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. 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 resubmit research papers or other work in fulfillment of a current school assignment, while disguising the fact that it is a resubmission, would be guilty of misrepresentation.

All students and permanent-party personnel must adhere to the highest standards of academic integrity. They are prohibited from engaging in plagiarism, cheating, misrepresentation, unprofessional relationships, or any other act constituting a lack of academic integrity. Failure on the part of any individual to practice academic integrity reflects discredit both on the Air Force and on the individual and is not condoned by Air University.

FOREIGN DISCLOSURE OF INFORMATION

Air Force Policy Directive 16-2 states that disclosure of information, documents, or training materials to foreign governments or international organizations is not allowed unless approved by the Secretary of the Air Force/International Affairs Disclosure (SAF/IAD) section. In accordance with this policy, ACSC training materials (including lesson/teaching plans, PowerPoint lesson plan slides and/or notes, and ACSC CD-ROMs) may not be distributed to foreign visitors without expressed approval coordinated through the AU Foreign Disclosure Office. Refer visitors requesting such information or documents to the ACSC Foreign Disclosure Representative. International officers are not required to have a security clearance to attend ACSC and therefore Classified information is not disclosed to international students.

INFORMATION SECURITY IN PROFESSIONAL PAPERS

Student papers/reports should be written at the unclassified level unless approved through the Dean of Resident Program. In some cases, a compilation of unclassified sources could make your report/paper classified. If in doubt as to whether information is classified or releasable, contact your instructor to determine appropriate classification. For further security requirements of your paper/report, such as proper marking, safeguarding, storage, and ensuring final disposition of the document, contact ACSC Security Manager at 953-2712.

CHAPTER FIVE

GENERAL GUIDANCE

ATTENDANCE

Scheduled events, including academics, sports, and PT are mandatory formations. Students will be available anytime between **0700 and 1700**. Students are expected to accomplish appointments and personal business **outside** of daily scheduled events. Exceptions will be addressed on a case-by-case basis.

Form 4 Procedures

Students will coordinate absences in advance with their Flt/CC, ADO, CI, and respective DO, and accomplish an Absence Request coordination sheet (ACSC Form 4). Students must coordinate with CIs and document their plan to makeup missed academic events on the Form 4. **CIs cannot authorize students to be absent from class.** Form 4s are used for everything from missing a single academic event to a multi-day emergency leave request. A Form 4 and a leave request, routed through the respective DO, is required for leave. Sister services will coordinate Form 4s with their service representative. IOs will coordinate Form 4s with the ADOI. Form 4 will be submitted as early as possible, preferably 2-weeks in advance. Flt/CCs will report “last minute” absences to their 21 STUS/DO and CI and complete a Form 4.

Students are cautioned against making costly travel arrangements (plane tickets are one example) or committing themselves to a personal function based on an open schedule time. If a schedule change occurs and your commitment would require you to miss a class, it is unlikely your absence request will be approved.

Bottom-line: If you anticipate missing a scheduled event, it must be approved through a Form 4.

Alternate Lecture Procedures

Students will attend all lectures in Wood Auditorium unless authorized by their chain of command to view the lecture from the flight room. Typical reasons for approving classroom viewing include severe cough, needing to be near a phone, medical conditions, etc.

AUDITORIUM PROTOCOL

Students are required to attend scheduled sessions and to be seated on time. See Attachment 5 for Wood Auditorium (large auditorium) seating assignments. Students will be in their seats **AT LEAST** 2 minutes before the beginning of the lecture.

Food and Beverage

FOOD IS NOT ALLOWED IN WOOD AUDITORIUM AT ANY TIME!

Beverages are allowed in Wood Auditorium provided they can be closed securely (fast food beverage containers do not meet this requirement). If a student spills a beverage, they are required to clean it up as soon as possible.

Wood Auditorium Decorum

When the lights are dimmed, **cease all conversation** and focus attention on the stage. Flight Commanders will ensure the side and back doors to Wood auditorium are closed 1 minute prior to the lecture beginning. Doors will not be opened for students arriving late to the lecture. If you are late, do not attempt to enter the auditorium; proceed to your flight room, watch the lecture via vBrick and inform your chain of command upon their return.

Certain speakers will be introduced by members of the AU/ACSC senior staff. In these instances, stand for the Senior Staff member; e.g. the ACSC Commandant or any general officer who is making the introductory remarks. Respectfully stand whenever the speaker is an O-6 equivalent or above or when directed by the moderator after the introduction. It is acceptable to applaud when appropriate after the introductory remarks are complete and the speaker enters the stage.

Extend speakers professional courtesies and refrain from sleeping, reading, or talking. If you have an electronic watch, turn the alarm/chime off. **Ensure all electronic devices (cell phones, watches, etc.) are silenced/off (and are not used during the entire lecture). No other electronic devices are allowed in Wood Auditorium during lectures.**

It is appropriate for a student to leave the auditorium during a presentation in the case of a sudden illness or some other emergency. Students are not authorized to leave Wood Auditorium in order to depart for an appointment. If a student needs to leave for an **approved** absence before a Wood Auditorium event is scheduled to end, they should coordinate with their chain of command to watch the session from a flight room. In such cases, the student is expected to watch as much as the lecture as possible before departing for his appointment. In all cases, the procedures related to the Form 4 process must be followed

Microphone Duties

Flight Commanders (Flt/CCs) are responsible for assigning microphone handlers from within their flight for auditorium lectures when their particular flight is tasked for this duty. The academic schedule will indicate which flight is responsible for microphone handlers for discussion periods in Wood Auditorium. This can be found at the top of the Outlook Calendar for the day in question. Microphone handlers will sit

on the front side rows and need to have a question ready to ask the speaker to spur discussion.

Question and Answer Sessions

Use professional courtesy when addressing speakers during the discussion periods. Raise your hand, and a microphone handler will provide a microphone. Once provided a microphone and recognized by the speaker or proctor, stand, state your **rank and name**, and ask your question. International officers should also state what country they are from. Your question should be brief and take no more than 20-30 seconds to ask. **Do not embarrass yourself or the school by making prolonged narratives or commentary instead of a question.** Do not get impatient and address the speaker without a microphone or without first being recognized by the speaker or proctor. Also, as a professional courtesy, do not prematurely applaud a guest lecturer/speaker off the stage.

Commandant's Speaker Series (CSS)

The **CSS** is a hand-selected group of speakers who will address the ACSC student body on a wide array of topics throughout the year.

Students will introduce these guest speakers. The CSS POC will ask the 21 STUS to canvas their divisions for a volunteer one week prior to the speaker's arrival. If there are no volunteers, the Flight/CC of the flight with CSS duty that week will be asked by the Division DO for a volunteer from the flight to perform the introduction. Regardless of who does the introduction, the flight with CSS duty will be ready to ask the speaker at least two relevant questions.

The student introducing the speaker will contact the CSS POC NLT five days prior to a scheduled presentation to confirm the speaker's arrival time and receive the speaker's official biography. The student will then prepare a brief introduction, which will be submitted to the CSS POC NLT 2 days prior to the scheduled brief. If the CSS POC is not available, the student will contact the ACSC protocol officer. If the CSS is scheduled within five days, the process will be shortened.

The day of the presentation, the student assigned to perform the introduction will meet the speaker with the CSS POC, or protocol, NLT 20 minutes prior to the scheduled start time of the presentation. The student will then escort the speaker into Wood Auditorium Ready Room. AV personnel will be present to equip the speaker with a wireless microphone. The student performing the introduction will use the podium.

NLT 1 minute prior (when the speaker is ready), the student will advance to the podium. After the lights are flashed, the student will introduce the speaker.

After the introduction, the student will exit the stage and sit in the front row.

After Q&A, the student will return to the stage and present a class coin to the speaker.

ACSC STUDENT LEAVE AND PASS POLICY

Students will not normally be granted leave except during the winter break or spring training week. All active duty Air Force members will use LeaveWeb, with their respective 21 STUS/DO as the approval authority. All Sister Service, ANG, Reserve officers, Civilians, and IOs operate under the same rules regarding when they can take leave; however, those leaves will be approved by their respective service component representative, home unit, or International Officer School, as applicable.

When there are extraordinary circumstances that warrant leave at times other than scheduled breaks, submit an Absence Request coordination sheet (ACSC Form 4) as outlined above. **Leave will only be granted for compelling reasons (ie significant life events).** All requests should be submitted as early as possible. In emergency leave situations, contact the Flt/CC or respective 21 STUS/DO.

Military leave begins and ends from the local area. The local area is defined as the place where the member lives and from which he or she commutes to the duty station. See "General Instructions" paragraph, "Instructions for Members Departing on Leave," and "Instructions for Charging Leave" on the AF Form 988 or AFI 36-3003. In addition, if traveling outside the CONUS you must speak to your DO to initiate AU required documents before departing on leave.

Convalescent leave. Convalescent leave will be granted as necessary IAW AFI 36-3003. Students should inform their chain-of-command as soon as they are aware they require convalescent leave. Students will utilize Leave Web but the hard copy leave form must be stamped by the physician granting convalescent leave and uploaded to leave web.

Maternity leave. Convalescent leave due to pregnancy or childbirth will be granted IAW AFI 36-3003. New mothers will accomplish all or equivalent work for each missed course. Several options exist for accomplishing this requirement and the individual students should coordinate with her respective instructor in advance. See "ACSC New and Expecting Mother FAQs" document on MaxPoint for further details.

Parental leave. Formerly known as paternity leave, AFI 36-3003 outlines the specifics associated with this authorized permissive temporary duty. When students have children born during the academic year, parental leave and/or ordinary leave will be coordinated through the Division DO.

Extended absences. All planned absences greater than 2 days must be approved by the 21STUS Squadron Commander via the chain-of-command and require 2 weeks advance notice. Additionally, students must inform their Course Instructor and coordinate a plan to make up for the classes and assignments they will miss prior to their absence. Missed examinations must be coordinated through your CI.

Pass Policy. Unless told otherwise, ACSC students may take a pass during the following periods:

- Weekends
- Thanksgiving Holiday
- Training Week (if all training is complete)

IAW *AFI 36-3006*, passes may be granted for a maximum of **96 hours** and **will not be combined with leave**. There are no mileage restrictions for a pass. Students will not leave before their last duty of the week and will be back before their first duty after the weekend. Unless specifically authorized by the squadron commander, students will be on leave if they plan to miss any official duty for leisure activities. If a student has issues with travel when returning from a pass and misses an official duty, they are expected to take leave for the entire pass period. Passes will not be granted back-to-back. If a student plans to sleep anywhere besides their place of residence, they must sign out on Maxpoint prior to their departure for accountability purposes.

Reference *AFI 36-3006 Military Leave Program* for additional information.

TDY

TDYs other than those necessary for the curriculum will normally not be approved. There may be some very limited opportunity for students to accomplish research on brief TDYs. Approval for TDY is given only after coordination with the DO and CC. In addition, TDY for Commander's courses, or other required training for future assignments, will only be approved for training dates during training week or after graduation. ACSC will not fund any TDYs that are not associated with an ACSC function or requirement.

Permissive TDY for House Hunting

In accordance with *AFI 36-3003*, no more than 10 total days PTDY will be authorized before PCSing. The academic calendar has a training week built into the spring, which provides an excellent opportunity to go permissive TDY. Alternatively, a maximum 8 days of PTDY for house hunting may be conducted in conjunction with arrival at your next duty station. Once a lease is signed or house is purchased, PTDY is terminated and normal leave is charged. Extended time off from classes will generally not be granted to accomplish permissive TDY.

CLINIC SERVICES

Students assigned to the Maxwell Clinic (Flight Medicine and Trainee Health) who are experiencing acute conditions, should go to sick call between 0700 and 0745. Sick call should not be used for chronic symptoms or paperwork issues.

There is no walk-in sick call available for dependents. Appointments for family members assigned to the Maxwell Clinic will be made through the appointment line (334-953-3368).

For after-hours medical care: Call 911 for true emergencies that are threatening to life, limb, or eyesight; e.g., chest pain, poisoning, loss of consciousness, uncontrolled bleeding, etc. Contact your Primary Care Manager (PCM) within 24 hours of treatment. For other types of care, call 334-953-3368 for authorization for civilian care and to ensure proper payment. Failure to obtain authorization may result in additional personal expense. **Report any incident to your Flt/CC, ADO and 21 STUS/DO.**

Students receive information about TRICARE during their in-processing and student orientation. The TRICARE e-mail address is tricare.maxwell@maxwell.af.mil.

Students are responsible for scheduling their own annual flight physicals, dental appointments, and Preventative Health Assessments. These should be scheduled **around** the ACSC academic schedule.

ACCIDENT/INCIDENT REPORTING

Regardless of severity, report all accidents, safety mishaps, or injuries involving students through the chain of command. Document the event, as soon as practical, using the AF Form 978. These verbal (and written) reports keep the senior staff informed and are not punitive in nature. Additionally, incidents involving USA/USN/USMC students will also be reported to their respective senior advisors. Safety incidents involving an IO will also be reported to the ADOI.

FLIGHT ROOM UPKEEP/RESOURCE PROTECTION

21 STUS/DO will provide guidance to Flt/CC on standardized items that must be displayed in each flight room. Bring routine facility discrepancies such as light fixtures, air conditioning, etc., to your respective 21 STUS/DO or Student ADOs attention. Do not disassemble or structurally alter furniture or any computer equipment to include LAN cables. The CIs will determine the exact set up of the room as required for each course of instruction. Windows in the seminar rooms do not open. Do not attempt to open them. To enhance security, close blinds; close and lock windows/cabinets; turn off lights, computers, and coffee pots; and shut doors at the end of each day. Close and lock doors during the day while students are in lecture or away from the room for any reason. This is to protect valuables (such as computers, purses, and books) from theft. Since flight rooms may be used by outside agencies during the evening, do not leave laptop computers or other valuables unsecured in the flight room overnight. Students may put locks on provided lockers to store valuables.

COPIERS/FAX MACHINES/SCANNERS

Copy machines/Fax Machines/Scanners intended for student use are clearly indicated and available in the division admin/snack rooms. Machines located in other areas of the building are for faculty and staff use only. Report any malfunctions to Mr. Travis Pannell in the IT section Rm 240 ext 3289. The supply services paragraph describes the paper supply process.

SUPPLY SERVICES

Flight rooms should be stocked with the following basic supplies: white board markers, white board eraser, stapler, staples, staple remover, thumb tacks, electric pencil sharpener, scissors, tape dispenser, tape, and lecture pointer. If rooms need additional supplies or replacements, have your flight admin rep contact Supply Rm 136 ext 2178. Supply provides an initial stocking of paper in each room as well as periodic deliveries to each division hall. To replace flight room printer toner cartridges, have the flight admin rep or Flt/CC bring the old toner to Supply for a new cartridge. Supply does not supply coffee pots, refrigerators, microwaves, but may have replacements left from previous classes.

TEXTBOOKS

Textbooks are accountable ACSC property. Supply will issue them to individual students and will inspect all textbooks upon return. Textbooks may be highlighted or underlined, but do not tear out pages, “dog ear” pages, or otherwise damage the books. Students will not highlight or write in textbooks issued for elective courses. Students who lose or damage textbooks are responsible for replacing the book prior to the date of the next scheduled textbook return. **Students will not receive their diplomas or transcripts until their textbook account is settled.**

TECHNOLOGY

The flight’s technology representative is the first point of contact regarding computer-related issues for the flight. Flight technology representatives will receive initial and follow-on training in all aspects of ACSC’s computer technologies and pass these on to the flights through briefings and training. If you experience a problem with your computer, contact your flight technology representative first for resolution.

Computers

Hardware: The laptop and desktop computers are the property of ACSC. Do not install personal hardware on these computers. **This includes any hardware and drivers for printers, scanners, or external hard drives.** Unauthorized hardware will be removed and may be confiscated to prevent system damage or protect sensitive information.

Base level permissions are required for hardware installation. Do not connect personally owned computers and/or other computer equipment to the ACSC LAN.

Software: The software installed on laptop and desktop computers is licensed to ACSC. Do not copy, modify, or translate any ACSC software. Much of ACSC's software is copyrighted material and criminal penalties may apply to its misuse. Do not install personal software, including shareware and freeware, on government computers. **Specifically, personal internet service provider software is not authorized on government computers.**

IMPORTANT. If you have reason to believe your computer has contracted a virus, immediately disconnect it from the LAN, and contact your flight technology representative. Do not attempt to quarantine or eradicate the virus as you may cause more damage. In the event of an attack upon the network, follow the instructions of your flight technology representative.

Computer Care

When you sign for the laptop, you become responsible and liable for it. Please adhere to these rules and treat the laptop as if it were your own. Negligent use will result in personal financial liability. Adding a rider for computer equipment to your renter's or homeowner's insurance policy is a low-cost method to ensure you will not incur out-of-pocket costs in the event your laptop is damaged or stolen. Consider the following:

1. Do not leave the laptop unattended.
2. Lock the flight room if no one will be present.
3. Do not leave the laptop or software in your car during the day or overnight. This includes the trunk.
4. Do not eat or drink around the laptop.
5. Do not drop the laptop or place anything on top of it.
6. Store data you wish to keep on the CD-R.
7. Do not change the laptop configuration.
8. Do not trade your laptop with another person.
9. Do not add any personal software/hardware to the laptop without prior coordination.
10. Ensure the laptop and cords are not positioned where other personnel could bump into or trip over them causing damage to the laptop or injuries to personnel.

Alabama experiences frequent severe weather and electrical storms. Be aware of impending bad weather and turn the computer off when directed. Also, disconnect network connections from the computer since these have a potential to damage the laptop. Use a power strip/surge protector at home and unplug the computer's power supply from electrical power sources when lightning strikes are nearby--simply turning off the power switch on the laptop is insufficient to protect it from damage.

Computer Hacking

Computer hacking is defined as gaining unauthorized access to Air University or ACSC computer equipment, computer files, or information. All personnel are prohibited from hacking into or attempting to hack into, Air University computer servers in general and into ACSC faculty instructor servers, files, or information in particular. Anyone who hacks into, or attempts to hack into, Air University or ACSC computer equipment, computer files, or information is subject to disciplinary action under Article 92, UCMJ. **Students who violate this prohibition also may be disenrolled from ACSC.**

Internet Access

You will be provided with Microsoft's Internet Explorer browser and a connection to the World Wide Web . However, you should be aware that all activity goes through the base Communications Squadron's connection to the internet, and your transmissions are monitored at all times. Therefore, always be aware that you are using a government resource to "surf the net." As a result, you should use the greatest discretion when searching the web. Occasionally, you may find yourself someplace where you'd have to stretch "official" very thin to justify the visit. If you do, just back out and do not go back. It is repeated attempts to visit an unauthorized site that will attract attention. A good rule of thumb is: "If you click on a hyperlink and cannot immediately justify to the Commandant why you are accessing that site, then do not go there." **This restriction specifically includes pornography and sites that advocate the overthrow of the US government.**

MaxPoint

Information pertinent to day to day student operations is posted on the 21 STUS SharePoint site. Additionally, students who plan to spend the night away from their place of residence (the point from which they drive to school each day) will sign out on Maxpoint for accountability purposes. SharePoint can be found at the following link: <https://maxpoint.maxwell.af.mil/sites/au/acsc/21stus/default.aspx>

Webmail

Access to e-mail from an off network computer requires a common access card (CAC) and a CAC reader be installed on the computer. Users that have a CAC reader on their computer can access webmail at the following link: <https://scottapc.mail.us.af.mil/owa>.

Secure Telephone/Fax

Secure telephone equipment (STE), secure fax machine and the SIPRNET are available in the security office if you need to discuss/view classified material. The

security office is located in room 145 and can be reached at 953-2712. Appointments are recommended.

FACILITIES RESERVATIONS

Make requests for reserving any ACSC rooms or facilities (Wood or Barnes Auditoriums, Freedom Hall, and conference rooms) through the respective 21 STUS/DO. For social or other large events, Supply (room 136A, 953-2488) can provide some limited assistance (tables, chairs, coolers, etc).

PARKING (SEE ATTACHMENT 3 FOR ACSC PARKING LOT DIAGRAMS)

If a slot is unmarked in any ACSC parking lot, anyone may park there. If the slot has a reserved marking such as "Reserved" or "Chapel" or a number on the pavement or on the curb, do not park in that slot. **The curbs are fire lanes and must remain open for emergency vehicles to access buildings.** Parking can be challenging, but by arriving early or parking within a 5-10 minute walk, you will find adequate parking.

Carpooling is advisable and strongly encouraged. 10 carpool parking spaces are available in the closest parking lot for those who carpool with at least 4 people and coordinate with their respective 21 STUS/DO for a carpool parking pass.

Students who park illegally will be ticketed in accordance with base policy.

BOTTOM-LINE: YOU MUST PARK IN A PROPERLY MARKED PARKING SPACE.

FEDERAL INMATES

Maxwell AFB houses the Maxwell Federal Prison Camp. Some inmates have routine access to office environments; therefore, the potential exists for misconduct involving prisoners and base personnel.

Inmates are not authorized to do administrative jobs and will not be afforded access to computers, telephones, etc. In addition, do not ask an inmate to do an errand for you or assist you, and do not engage them in conversation. If you have a request for inmate support, please contact supply (room 136A, 953-2488) well in advance of the need. ACSC has a permanent inmate detail (3-4 inmates) that accomplishes work inside and around ACSC. Inmates are supervised by Supply. If you have any questions/concerns about an inmate's behavior, please contact Supply immediately. In the past, some inmates have taken advantage of an apparent friendship, drawing individuals into misconduct such as cashing a check or receiving/sending mail--all in violation of prison rules. If you become aware of this type of behavior, contact your 21 STUS/DO who will, in turn, contact Supply or the Federal Prison Camp Liaison. Remember, inmates are just that, inmates--people who have been convicted of a federal crime.

TRAINING REPORTS

A training report will be produced for every ACSC student upon completion of the school. ACSC will not release training reports (TRs) directly to students. The TR will be based on the whole-person concept and will reflect academic and professional performance observed throughout the year. Every year some students struggle with maintaining the appropriate levels of physical fitness required of all members--if you have a failing score for the PFT at the time of graduation you will receive a referral training report.

END-OF-YEAR PCS ASSIGNMENTS

End-of-year PCS assignments are a high interest item for students. Most students receive an assignment notification in late March or April. During the process, it is important for students to have an up-to-date Airman Development Plan (ADP). Before PCSing to ACSC, you should receive career counseling and complete an ADP targeted towards your post ACSC assignment. However, if you did not, or if your assignment desires change, you can update the ADP with the 21 STUS/CC.

Students requiring refresher training for weapons, CBRNE, or self-aid/buddy care prior to PCS will be able to fulfill those requirements during Training Week, held in April. You must obtain UDM approval prior to using any Maxwell AFB resource.

There will be no early release for PCS. Out-processing and graduation are mandatory formations.

Students are given five duty days after graduation to finish preparations for departure from Maxwell and are not charged leave. Students remaining in the Maxwell area after this window must get 21 STUS/CC approval, will either take leave or go into casual status and will report to the respective 21 STUS/DO.

HOUSEHOLD GOODS (HHG) PICKUP

The Spring Term is the busiest period of the year for HHG pickup due to Air War College and ACSC graduation. ACSC expects students to schedule HHG pickup around normally scheduled classes. Note that TMO will not schedule pickup for HHG until students are issued PCS orders. If HHG pickup cannot be accomplished due to the large number of moves during this time, the 21 STUS/CC will approve a sign-out extension based on the HHG shipment date.

CHAPTER SIX

EMERGENCY/CRISIS PROCEDURES

RECALL PROCEDURES

During an actual or simulated recall, the flight social rosters are used for official notification. Note the time you were called, and follow the instructions of the person calling.

EVACUATION ASSEMBLY AREAS

After evacuating the building for any reason, assemble in the areas as shown on the chart posted in the flight rooms. ADOs will account for all division members via the Flt/CCs and will report these numbers to their respective 21 STUS/DO, who in turn will report to the 21 STUS/CC to ensure all students have evacuated the building.

SEVERE WEATHER

Tornados are a real threat in Alabama. If a tornado or severe weather occurs in the local area, base and local sirens will sound a 3-5 minute steady tone. **When this tone is heard, all students and faculty should move into the first floor hallways of the ACSC building.** Close all office and flight doors bordering the hallways. Base and local sirens are tested periodically.

In addition, please make sure your families know what to do when a tornado approaches. Since many homes in Alabama do not have basements, they should immediately move to a downstairs interior room such as a closet or bathroom. They should also have a radio and flashlight pre-positioned for such use.

FIRE

Whenever the fire alarm sounds, evacuate the building to the assembly areas noted above. If you discover the fire, do the following:

- Notify others.
- Sound the fire alarm (fire alarms are on the walls adjacent to the exit doors).
- Call the Fire Department (911). If calling from a cell phone on base, call 953-9911
- If possible, extinguish the fire with a fire extinguisher.
- The last person leaving each division must close the doors leading to the stairwells.
- Evacuate the building.

Although these items are listed in sequence, they can occur simultaneously. The main concern is that no one is hurt or killed by the fire; ensure everyone evacuates.

BOMB THREAT

If you receive a call announcing a bomb threat, try to keep the caller on the line and extract as much information as possible. Do not hang up the telephone and leave the line open. Report the call to the Security Forces using 911. **If calling from a cell phone on base you must dial 953-9911.** A bomb threat checklist (AF Form 440) should be next to the telephone. Complete this checklist ASAP and give it to their respective 21 STUS/DO, who in turn will report to the 21 STUS/CC.

ACTIVE SHOOTER

An active shooter, code word “Lockdown” is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, there is not always a discernable pattern or method to their selection of victims.

Immediate threat – You can either see the shooter or see the effects of gunfire

- Escape the area
- Overwhelm or disarm
- Simulate injury or death
- Dial 911 (953-9911 from cell phone). Give location, incident details and follow directions

Risk of Danger –

- Seek cover and stay out of sight
- Do not pull the fire alarm
- Lock door and remain silent
- Stay in place until “ALL CLEAR” signal is issued
- Follow all directions of police/security personnel

Advised of Danger – You are made aware of the incident by others.

If you can hear shooting but are not in the immediate vicinity to see the effects of gunfire or the shooter, seek a secure area to prevent becoming a target of opportunity.

SHELTER IN PLACE

Upon receiving notification to shelter in place due to a hazardous material release or chemical attack (real world or exercise):

- 1) Immediately proceed to the second floor hallways in the North, West or East wings of the building (DEI hallway, Division 1 or 3 hallways).
- 2) SIP Kit bins are located in the Division break rooms. These kits contain labeled pre-cut plastic sheets, duct tape, scissors and other supplies needed to execute the SIP.
- 3) The floor plan in Attachment 1 is annotated with the SIP kit locations and the doors and windows that need to be covered with plastic.

- 4) Each hallway will have designated zone leaders to help facilitate the SIP procedures.
- 5) ACSC Command Section will provide updates and general guidance as required over the building intercom system should we need to execute this plan.

ATTACHMENT 2

Flight Additional Duties

Flight Commander (Flt/CC). Enforces military courtesy, discipline, and standards for their flight during all ACSC-sponsored activities; reports student absences to the ADO and respective DO; responsible for behavior in the auditorium; maintains close liaison with the ADO, to include advising of emergencies or unusual circumstances involving flight members; maintains close liaison with the ADO on COMSTAFF matters; responsible for ensuring the flight room is neat and orderly and is left in that manner at the close of each workday; performs as Physical Training leader (PTL) for the flight.

Assistant Flight Commander (Asst Flt/CC). Selected by the Flt/CC. Assumes all the responsibilities of the Flt/CC in their absence.

Academic Officer. Responsible for coordinating flight academic endeavors and workload distribution.

Administrative Officer. Assists the Flt/CC in all administrative matters including awards and decorations, recognition packages, and flight reports. Obtains flight supplies, to include toner cartridges, from Supply. Picks up mail and distribution each day for the flight. Responsible for control and maintenance of flight library materials. Monitors and schedules required reading material for all members of the flight when limited copies are available.

Athletic Officer. Responsible for all athletic activities for the flight. Some specific tasks include tracking and reporting individual student point totals, coordinating periodic social sports activities for the flights, and encouraging participation in ACSC intramurals.

Librarian Officer. Responsible for coordinating the pickup and collection of all textbooks issued by supply services.

Safety Officer. Coordinates with the 21 STUS/CC, respective 21 STUS/DO, ADO, and the unit safety NCO/officer, as required. Responsible for briefing all required safety items and filling out required accident or incident reports. Prepares reports on sports injuries. Processes and maintains AF Form 435s, Form 55s, and AETC Form 410s.

Security Officer. Responsible and accountable for necessary security checks and reports, safeguarding classified information (documents and discussion) in the auditorium and flight rooms, and complying with AFI 31-401.

Flight Spouse Liaison Officer. Responsible for ensuring all flight spouses are kept apprised of ACSC news, events, and activities. Encourages flight spouse and family activities and works in concert with the Division Spouse Liaison Officer.

Social Officer. Responsible for coordinating necessary arrangements for flight, division, and school-wide social activities. This officer generally sets the tone for the flight social program.

Technology Officer. Although each person is responsible for the proper use of laptops and flight workstations, the technology representative is the focal point for ensuring flight compliance with Air Force Instructions concerning computer use. Each flight technology representative is the first point of contact with the Technology Office for students in the flight. The flight technology representative should be computer literate and familiar with the Microsoft Windows environment and software. The technology representative's primary responsibility is to provide basic technical assistance for the flight's computers, repair minor software/hardware problems, and teach flight members to use a computer and the many software programs available on these machines. Any time the technology representative encounters a problem beyond the limits of their capabilities, they should contact the help desk for assistance.

Treasurer. Collects "Landing" fees and may maintain a flight fund for such things as refreshment supplies; coffee, sugar, cream, cups, plates, etc, and is the POC for the division snack bar when scheduled by the Division staff.

Yearbook Officer. Acts as liaison between flight and Yearbook Committee. Usually someone who has a camera and enjoys taking pictures.

ATTACHMENT 4

21 STUS Absence Request Coordination Sheet

(To Be Submitted Two Weeks In Advance Of Routine Absences)

Rank/Name: _____ Flight #: _____ Today's Date: _____

Leave/Absence Date(s) Requested: Start: _____ Hour: _____ End: _____ Hour: _____

List all classes and lectures that you will miss as a result of this absence:

Lesson/ Lecture #	Lesson/Lecture Title	Course Instructor (CI) (Missed Class)	Date
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Reason for absence and why this cannot be accomplished outside of designated class periods and corrective action:

Upon approval and before absence is taken, I will meet with each instructor and work out a suitable makeup plan.

Student Signature: _____ Date: _____

FLT/CC Comments:

I have reviewed the validity and completeness of this absence request and forward for your consideration.

Signature: _____ Date: _____

IO ADO Comments:

Signature: _____ Date: _____

Services Component Comments:

Signature: _____ Date: _____

For absences greater than 2 Days: 21 STUS/DO: Approved / Disapproved
Comments and CI concerns (if required):

Signature: _____ Date: _____

Routing Instructions:

IO or Sister Service members: FLT/CC will forward the form to the IO ADO, or Sister Service Advisor, who will comment and forward it on to the 21 STUS/DO. At his/her discretion, the 21 STUS/DO will contact the CI for input.

Attachment 6 Servicemembers Civil Relief Act and Early Lease Termination



Maxwell Law Center
50 LeMay Plaza South, Bldg 804
(334) 953-2786



The Servicemembers Civil Relief Act and Early Lease Terminations*

Summary: Application of the protections of the Servicemembers Civil Relief Act (SCRA) to a particular situation is dependent on the specific facts of that situation. Air Force members should be encouraged to seek legal assistance from our office for review of any contemplated lease and for advice on the benefits and risks, if any, of exercising their rights under SCRA.

Details: SCRA allows military members to terminate a lease early under specific circumstances if they receive military deployment or PCS orders and comply with certain procedural requirements. SCRA is Federal law and applies to leases entered into by military members regardless of whether the lease in question contains a "military clause." Ordinarily, while landlords may not like SCRA, they understand that it is the law and that they must abide by it.

SCRA contains no exception for members assigned to a location for an anticipated fixed period of time, including students assigned to military education programs. The reality is that, while most students will depart Maxwell at the end of AWC and ACSC, some will remain to attend follow-on schooling, to serve as school faculty, or as permanent party members at the Wing or AU. It is highly unlikely that a particular student will know at the time of lease signing that he or she will definitely be leaving Maxwell at the end of their studies. They may anticipate that they are likely to leave, but they will not know their follow-on assignment until they receive military orders.

Understandably, many landlords do not like it when students invoke SCRA to terminate a 12-month lease early when they get military PCS orders assigning them outside the Montgomery area. This does not mean that military members are doing anything improper by invoking SCRA. As discussed above, members do not know whether they will remain at Maxwell when they sign their leases.

Some landlords believe that the Air Force should "make" students honor their commitment. The problem with this is that SCRA rights are individual to the Air Force member, and the Air Force is in no position to order members not to exercise their legal rights. This does not mean that landlords are without recourse in this situation. First, landlords can ask prospective lessees why they are at Maxwell. If the lessee says that he or she is here for AWC or ACSC, that should clue the landlord into the fact that early termination may be an issue. Military members can waive their rights under SCRA through a properly executed waiver and landlords can insist upon such a waiver when leasing to members here to attend school. The member may choose to lease or not lease from a landlord who insists on such a waiver. Additionally, SCRA allows landlords to seek court intervention if they believe that equity requires that the provisions of SCRA be adjusted in a particular situation.

In reality, market forces will control the leasing market in the local area. The idea that landlords will stop renting to students is unlikely since students make up a large portion of the local rental market. Landlords are free to determine at what rent and under what conditions to offer their property, subject to market forces. Landlords can also seek advice from their own legal and business counsel to determine their legal obligations to tenants and to understand what steps they can take to protect themselves.

Conclusion: This is intended to be a general explanation of the issues regarding early termination of leases under SCRA. While you may share this general information, members should be advised to seek legal counsel on their rights and responsibilities before they sign a residential lease or before they terminate a lease under SCRA. Landlords should be informed that they should seek advice from their attorney if they have questions about their rights and responsibilities under SCRA because the Air Force is not in a position to offer them such advice. Of course, landlords are free to voice their concerns to Air Force leadership, and they should not be discouraged from doing so.

However, absent fraud or other very unusual factors, the Air Force will be unable to direct members in a particular situation.

*The information in this handout is general in nature. The Maxwell Law Center Preventive Law Fact Sheets are not to be used as a substitute for legal advice from an attorney regarding individual situations. (May 2011)