

The Air University



2013 Annual Report

The Intellectual and Leadership Center
of the Air Force



A Message from the Commander



As the 29th Commander and 1st President of an institution that has given me so much over the course of my career, I am honored now to be in a position to give back, and I will give it my all. General Muir S. Fairchild was the first Air University Commander when the institution's doors opened in 1946. He determined that the motto of the university would be the same as that of Air Corps Tactical School (ACTS), founded here at Maxwell AFB during the interwar years between WWI and WWII: "Proficimus More Irretenti", a Latin phrase meaning "We Make Progress Unhindered by Custom."

The Air University is committed to the highest standards in education, because we know this will better prepare tomorrow's leaders for the uncertain and complex future they will face... by disciplining their minds and inspiring their hearts. The fiscal challenges we have faced in recent years have forced us to change the way we do business. But these changes and challenges are only the beginning. Moving forward, the Air University will continue to explore innovation in education through the expanded use of more efficient technologies and more effective instructional methodologies. With this approach, we will be able to maintain the "AU Gold Standard" and allow our students to learn the way they do best.

As the Intellectual and Leadership Center of the Air Force, the Air University has, and will, continue to be on the leading edge of producing the future and launching leaders of character...educated to think critically, innovatively, strategically, and jointly. Since its beginning, the university has graduated leaders who master and deliver superior Airpower in support of national security objectives. As the lead agent for Air Force education, Air University graduates more than 76,000 resident and 154,000 non-resident officers, enlisted, civilian, and international personnel each year.

The Air University develops our future Air Force leaders through professional military education, professional continuing education, citizenship development, and academic degree granting. Air University is at the cutting edge of transforming education, and we intend to remain there. Each day we focus on enhancing education for American Airmen, period. The Air University is dedicated to creating life-long learners, because a commitment to continual force development makes us the greatest Air Force this world has ever seen. It really is that simple.

The Air University also maintains cooperative research, development agreements, and educational partnership agreements with over 70 civilian academic institutions around the world. The Air and Space Power Journal is produced in multiple languages and, along with the Strategic Studies Quarterly, reaches over 85,000 Airpower and national security enthusiasts in over 97 countries annually. Outreach and partnership actions have empowered critical thinking across Department of Defense and similar allied entities, and they help the Air University garner support for its transformation initiatives.

Over its illustrious 67 year history, the Air University has remained committed to developing American Airmen, and their joint and coalition partners, by promoting leading-edge education, research, and outreach. Air University will continue to find new and innovative ways to do what we do so well... ***We Produce the Future!***

David S. Fadok
Lieutenant General, USAF
Commander and President, The Air University



The Air University, located at Maxwell Air Force Base, AL, provides full spectrum education, research, and outreach at every level through professional military education, professional continuing education, and academic degree granting. This regionally accredited and internationally recognized academic institution has its roots in the Air Corps Tactical School (ACTS) during the interwar years, some of the greatest minds in the Army Air Corps applied innovative and forward thinking to advance theory on the application of airpower. Their ideas greatly influenced how the Army Air Corps planned and executed military operations in World War II. Over the decades, the Air University has become the intellectual and leadership center of the Air Force, graduating more than 76,000 resident and 154,000 non-resident officers, enlisted and civilian personnel each year.

Mission

We produce the future.

We launch leaders of character educated to think
critically, innovatively, strategically and jointly...

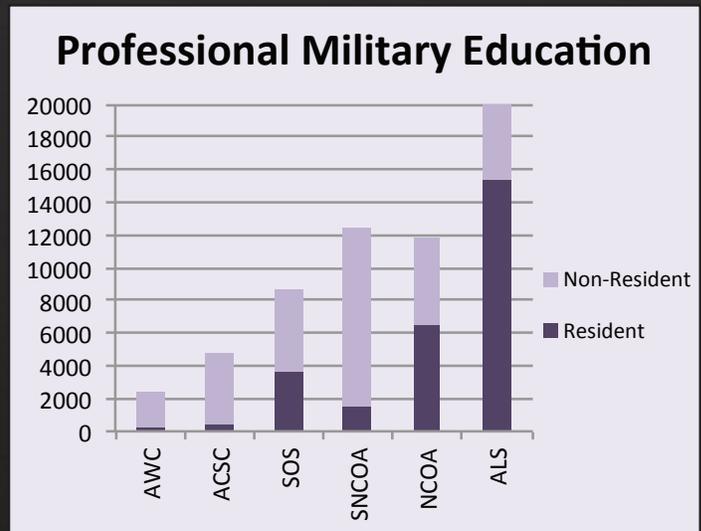
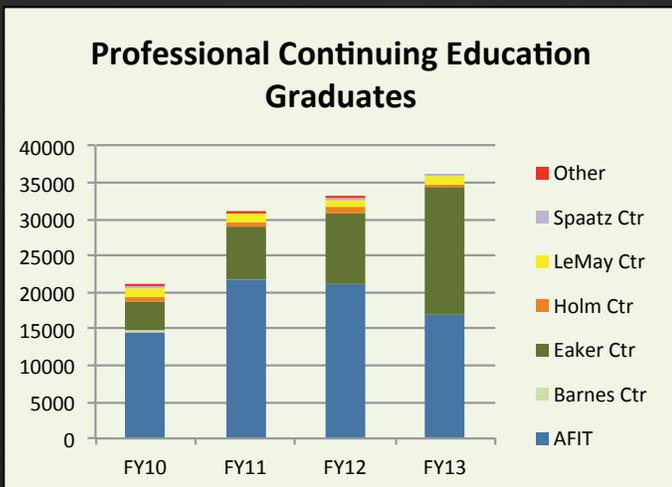
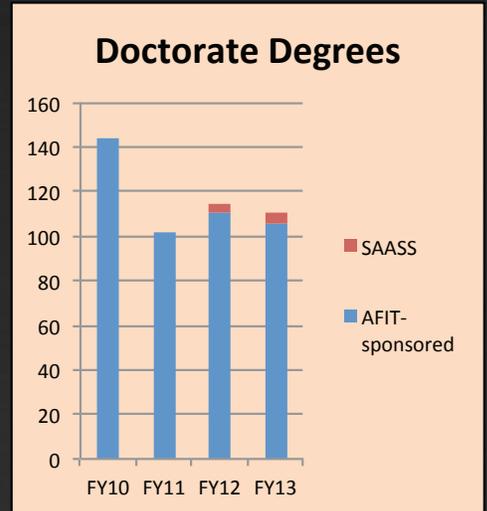
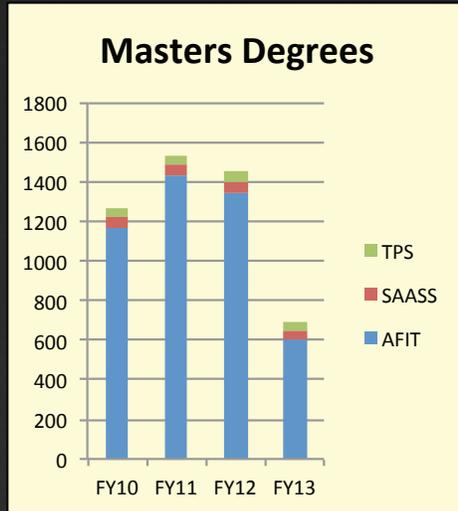
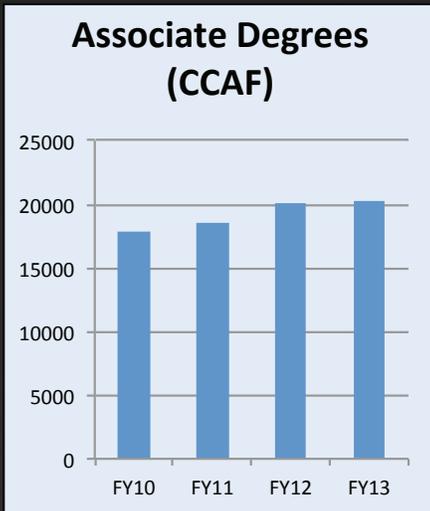
...to master and deliver superior Airpower in support of national
security objectives.

Vision

One Team...

Transformative Education...

The Intellectual and Leadership Center of the Air Force



Fast Facts



Cadets: 23,775

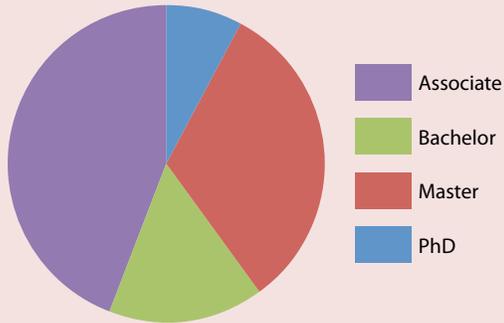


Cadets: 14,381

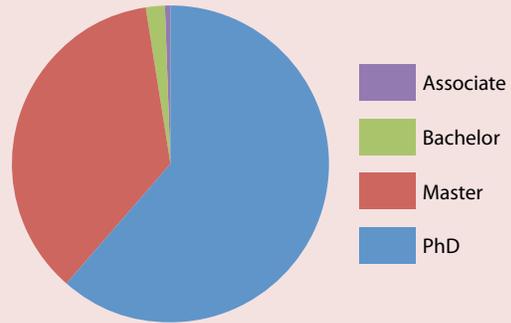


Cadets: 122,000

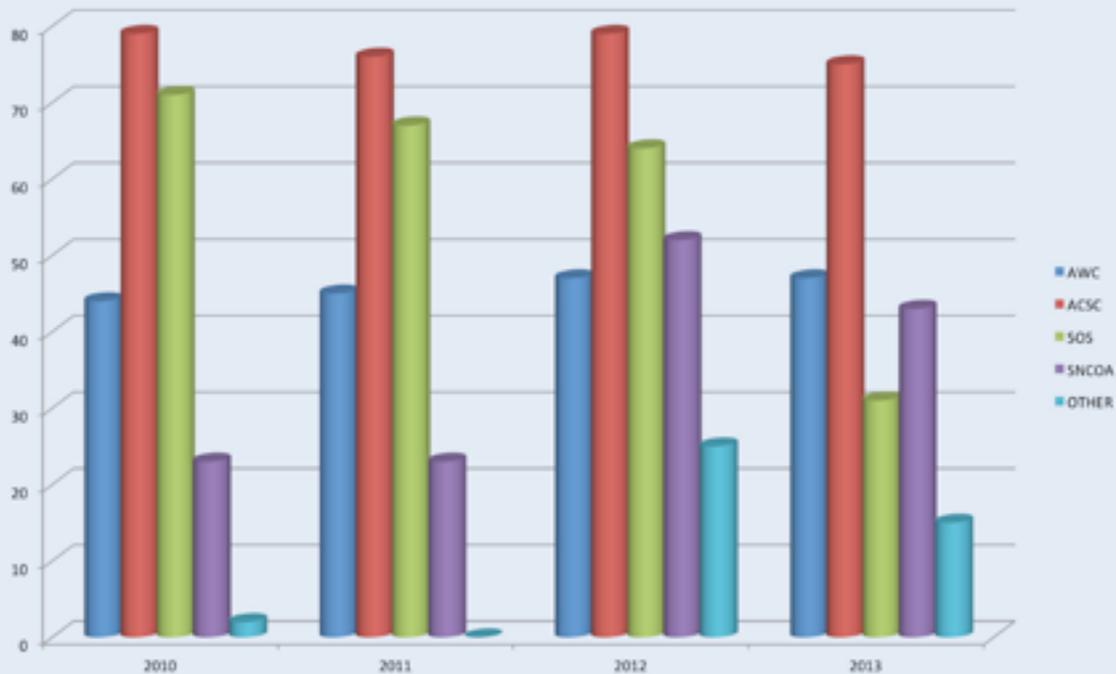
Military Faculty Mix



Civilian Faculty Mix



International Students Completing AU Schools





History of the Air University

The history of Maxwell Air Force Base began with Orville and Wilbur Wright. After their historic Dec. 17, 1903, flight at Kitty Hawk, N.C., they were looking to profit from their achievement. In 1909, they formed a company to promote the sale of their airplanes and to train exhibition pilots and prospective buyers on how to fly them. After visiting several places in the South, Wilbur came to Montgomery, Ala., on Feb. 10, 1910. From that visit, the Wright Brothers decided to open the nation's first civilian flying school on an old cotton plantation near Montgomery. Unfortunately, the school closed after only ten weeks of operation.

After the United States entered World War I in April 1917, the Army Air Service established Aircraft and Engine Repair Depot No. 3 at the former Wright flying field. The assignment of the 22nd Observation Squadron to Maxwell in May 1921 gave the field a continuing existence. On November 8, 1922, the Air Service named the field in honor of 2nd Lt. William C. Maxwell.

In 1928, the War Department decided to move the Air Corps Tactical School (ACTS), originally established at Langley Field in 1920, to Maxwell Field. The movement of the ACTS, which formally opened in September 1931 gave Maxwell Field a permanent mission. From 1931 until June 1940, the ACTS taught U.S. air officers air warfare doctrine and tactics, which these officers successfully employed in World War II.



Hangar and maintenance shed for the Wright Brothers civilian flying school, decorated with advertising of the Montgomery businesses that financed the purchase of the land for the school.



2nd Lt. William Maxwell: Born in November 1892, in Natchez, Miss.; received his commission in April 1918; died on Aug. 12, 1920, in the Philippines while maneuvering to avoid a group of children playing below after his DH-4 aircraft developed engine trouble.

With the onset of World War II, Maxwell Field became a major training base for thousands of flight cadets of the U.S. Army Air Forces (AAF), Royal Air Force, Free French Air Force, and other allied air forces. To handle the drastically increasing number of trainees, the Air Corps in 1941 leased Montgomery's municipal airport and renamed it Gunter Field.



ACTS students, 1937: Army Air Corps moved Air Corps Tactical School, ancestor of the Air University, from Langley Field, Va., to Maxwell Field in 1931.



Gen. Muir S. Fairchild:
Born Sep. 2, 1894; died Mar.
17, 1950; first commander of
Air University, January 1946 -
May 1948, with promotion to
lieutenant general.

In mid-1943, General Henry “Hap” Arnold and other senior AAF leaders began discussion of a postwar Air Force which included a “University of the Air” that would continue the professional military education and doctrine development of the ACTS. On March 12, 1946, the War Department established Air University (AU) as a major command and combined the lineage of the ACTS to that of AU, given the common education and doctrine development missions of these two organizations. Major General Muir S. Fairchild became AU’s first commander.

In September 1946, AU marked the beginning of the Air Force’s professional military educational system with the opening of the Air War College and the Air Command and Staff College. During the following years, numerous other educational organizations, including the Air Force Institute of Technology and the Extension Course Institute, became a part of AU, broadening its education mission for the Air Force.

By 2000, AU, assigned to the Air Education and Training Command since 1993, included the Air War College, Air Command and Staff College, Squadron Officer College, the College of Enlisted Professional Military Education, the Ira C. Eaker College for Professional Development, the Air Force Institute of Advanced Distributive Learning, the College for Aerospace Doctrine, Research, and Education, the Air Force Institute of Technology, the School of Advanced Air and Space Studies, the Community College of the Air Force, Air Force Reserve Officer Training Corps, and the Officer Training School.



RAF Cadets, WW II: A group of Royal Air Force flying training cadets in a parade in downtown Montgomery, Ala. More than 4,300 trained at Maxwell Field during the war.



Chennault Circle: “Academic and Intellectual” center of Air University, containing Air University’s major academic facilities; dedicated to Maj. Gen. Claire Lee Chennault, former instructor of the ACTS, on May 22 1975.

From 2006 to 2009, AU underwent a major reorganization which established five centers to oversee AU’s five major functions. The Carl A. Spatz Center and Thomas N. Barnes Center provided the continuum of professional military education for officers and enlisted members, respectively. The Curtis E. LeMay Center provided doctrine development and education, and the Jeanne M. Holm Center oversaw the Air Force’s officer accessions and citizen development programs. The Eaker Center oversaw the preponderance of the Air Force’s professional continuing education courses.

Since 2006, AU has moved forward to enhance its reputation as the “intellectual and leadership center of the United States Air Force.” It received accreditation for the award of master and doctorate degrees in various areas of military studies. In 2012, the commander of Air University became the “Commander and President” to enhance AU’s reputation as a prestigious educational institution. These significant organizational, administrative, and intellectual achievements ensured AU’s continued success and growth in the 21st Century.

For a more detailed history of Maxwell AFB and Air University visit
http://www.au.af.mil/au/images/AU_Maxwell_Heritage_Pamphlet_2013.pdf



Looking Back



Lt. Gen. David Fadok, commander and president of the Air University, joined numerous Maxwell-Gunter Airmen to greet veterans and deliver Valentines at the Montgomery Veterans Administration Medical Center in February as part of the Valentines for Vets program.



Col. Trent Edwards, commander 42nd Air Base Wing, gives remarks at the POW/MIA ceremony in September at Maxwell Air Park. Several military senior leaders and Montgomery and River Region civic leaders, as well as base Airmen, joined with families of former POWs to commemorate the service of POWs and those still missing.



In June, 39 senior air force officers from 16 African countries returned to Air University for the African Airmen Alumni Symposium. The symposium was geared toward strengthening partnerships, enhancing regional cooperation and encouraging strategic thought and airpower advocacy. The officers attended the university at one point in their military careers.



Retired Air Force Maj. Gen. Don Strait, foreground, joins fellow 'Eagles' in signing lithographs depicting their images as part of the events for the 'Gathering of Eagles' week in June. The Gathering of Eagles is the capstone event for students at Air Command and Staff College. The annual event brings aviation greats and military legends from diverse backgrounds and nations to Air University to share their unique personal experiences with ACSC students and to encourage the study of aviation history and the contributions of aviation pioneers.



A group of American and international astronauts came to Maxwell in May to go through its Leadership Reaction Course, used to develop leadership skills in Officer Training School trainees and Air Force ROTC cadets.



Every summer more than 2,000 Air Force ROTC cadets roll through Maxwell for their field training. The 28-day training is used to evaluate the cadets' leadership potential and discipline and their readiness to enter ROTC's Professional Officer Course in their junior year of college. The field training also includes combatives training.



An Airman with the 42nd Security Forces Squadron competes in one of the events of the SFS Warrior Challenge in May.

Lt Gen Fadok, commander and president of the Air University, addressed the members of the Air University after earning an "Excellent" rating in the Consolidated Unit Inspection.



(Above) Col. Trent Edwards, commander 42nd Air Base Wing, is interviewed by a local television station about Maxwell's Small Business Networking event held in July. The event, sponsored by the 42nd Contracting Squadron, involved more than 30 companies from around the country, providing them with information and contacts for business opportunities.



(Left) Lt. Gen. David Fadok, commander and president of the Air University, was one of the featured speakers at the grand opening of Montgomery's Wright Brother's Park, which features a full-size replica of the Wright Flyer. The Wright brothers' first civilian flying school was located on part of what is now Maxwell Air Force Base.



Air University at a Glance



Muir S. Fairchild



Curtis E. LeMay



Carl A. Spaatz



Jeanne M. Holm



Thomas N. Barnes



Ira C. Eaker

FY13 Graduate Numbers

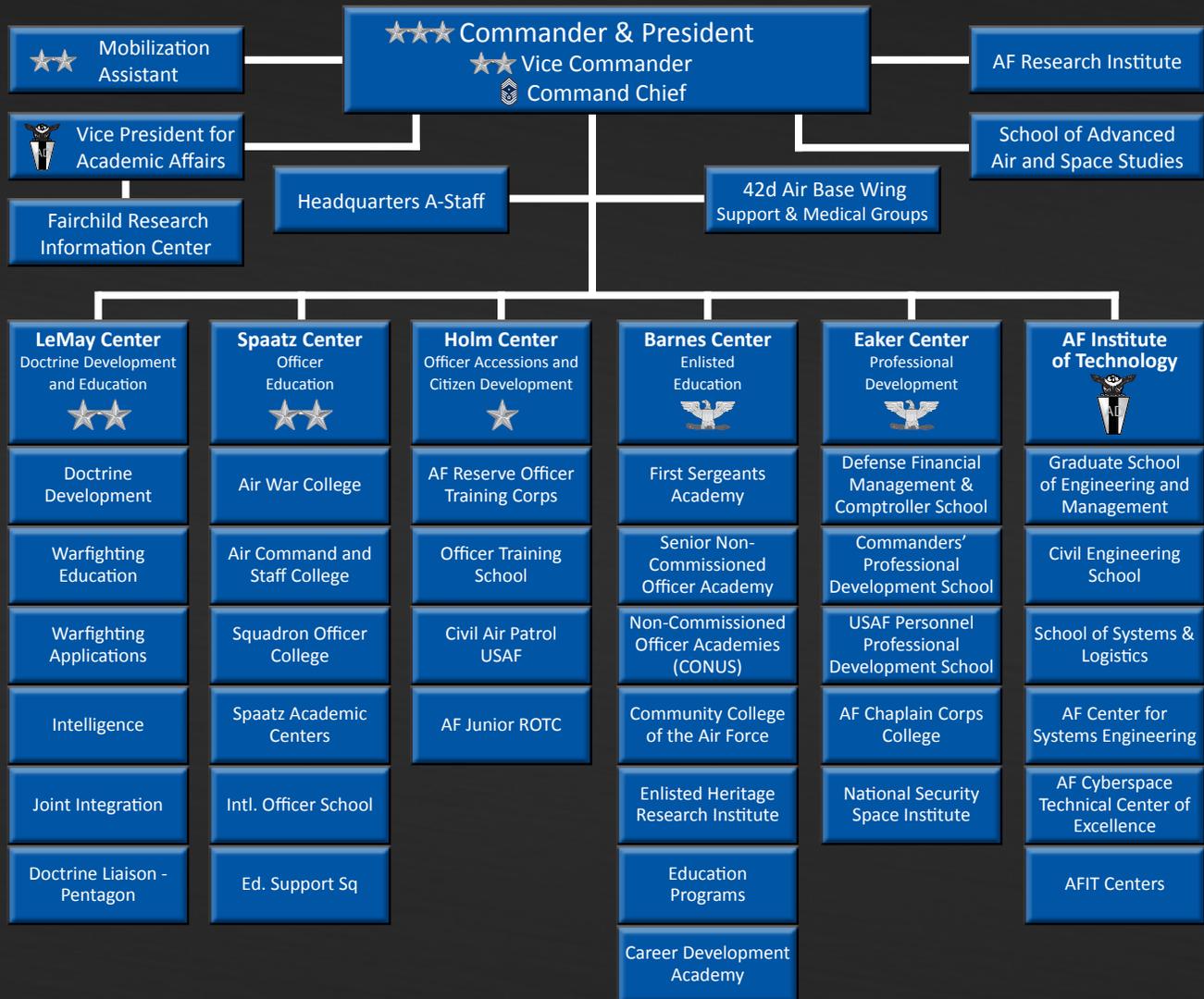
School	Resident/ On-site	Distance Learning
LeMay Center	1,093	N/A
Spaatz Center	5,007	11,816
Holm Center	26,019	N/A
Barnes Center	26,001	119,050
Eaker Center	3,407	14,143
Air Force Institute of Technology	14,316	8,010
SAASS	49	N/A
Air Force Research Institute	117	N/A
Test Pilot School	48	N/A
Culture and Language	N/A	1,709
Non-AU Advanced Studies Group	21	N/A
Total	76,078	154,728

230,806 graduates worldwide

Organizational Structure

The future is always decided by those who put their imagination to work, who challenge the unknown, and who are not afraid to risk failure.

General Bernard A. Shriever, USAF (Retired)





Curtis E. LeMay Center for Doctrine

In 1983, the Center for Aerospace Doctrine Research and Education (CADRE) was established within the Air University. CADRE conducted and applied doctrine research to assist in doctrine development, and was no longer tied to national strategy or shifting policies. In 1996, the Air Force Chief of Staff consolidated all doctrine development to the HQ Air Force Doctrine Center located at Maxwell AFB. In 2007, the HQ Air Force Doctrine Center merged with CADRE to become the Air Force Doctrine Development and Education Center. A year later, in honor of General Curtis E. LeMay, the center was renamed to the Curtis E. LeMay Center for Doctrine Development and Education.

The LeMay Center leads the development of operational-level doctrine and establishes the Air Force's position in joint and multinational doctrine. The LeMay Center develops, examines and teaches, through wargames, the concepts of airpower doctrine and strategy. It is the hub for airpower doctrine development, warfighting education and intelligence, surveillance and reconnaissance education. The center also provides analysis and assessments of future threat scenarios in support of educational objectives. Each year, the LeMay Center coordinates, designs, and executes wargames that include tactical and strategic-level warfare supporting the development of joint theater-level campaign wargames.

2013 Highlight

Doctrine Next was approved and implemented on October 29, 2013

FY13 LeMay Center Graduates

Course	Resident/ On-site
General Officer/Flag Officer PCE	221
LeMay other PCE	739
Air Force Senior Executive Warfighter Perspective Seminar	0
JLASS Wargame	133
Total	1,093



Warfighting Education

Develops professional warfighters via in-residence courses, distance learning, and doctrine outreach to USAF, sister services, and international officers.



(6) Flag Officer/Senior Executive Courses:

- Joint Flag Officer Warfighting Course (JFOWC)
- Joint / Combined Force Air Component Commanders Course (J/CFACC)
- Senior Joint Information Operations Applications Course (SJIOAC)
- Cyberspace Operations Executive Course (COEC)
- AF Senior Executive Warfighter Perspective Seminar (AFSEWPS)
- Senior Leader Airpower Doctrine Seminar (SLADS)

(3) Intermediate PCE Courses:

- Contingency Wartime Planning Course (CWPC)
- Joint Air Operations Planning Course (JAOPC)
- Information Operations Fundamentals Application Course (IOFAC)

(2) Distance Learning Courses:

- Airpower Course (APC)
- Senior Leader Airpower Doctrine Seminar (SLADS)

Doctrine Outreach

- Doctrine Update /Advisory papers
- Doctrine-based lectures at educational settings throughout the DoD
- Doctrine analysis and assistance to warfighting commands

Development and Education



Maj Gen Steven L. Kwast



“At the very heart of war lies doctrine. It represents the central beliefs for waging war in order to achieve victory...It is the building material for strategy. It is fundamental to sound judgment.” - *General Curtis. E. LeMay, USAF*

Doctrine Development

Produces timely, relevant, and current Air Force doctrine on behalf of the Chief of Staff. Doctrine Development is responsible for coordinating more than 80 joint publications, 130 tactical doctrine documents, and 550 multinational doctrine documents with a variety of international organizations. Doctrine development creates a streamlined format for Service doctrine which leverages internet web-based technology for presenting and cross-referencing information. This initiative enables and encourages continual engagement of doctrinal matters by the entire Air Force.

Wargaming

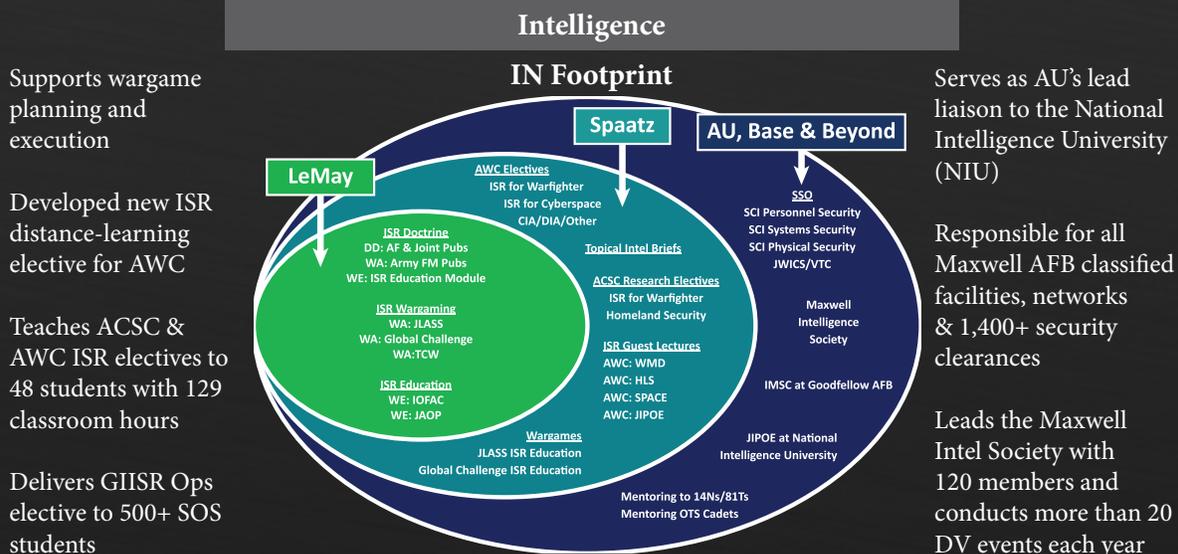
The Wargaming Center's wargames focus on Joint warfare, and integrated air, space and cyberspace power; strengthen the decision making abilities of future commanders and provide direct support to Air University schools and other Air Force, DoD and international customers. The Center's staff plans, develops, and conducts approximately 25 wargames and exercises for over 11,000 participants annually.



Wargaming Courses/Exercises Offered:

Joint Planning Exercise
 Joint Air Exercise
 Joint Wargame
 Joint Intermediate Planning Staff Exercise
 Pegasus
 Global Challenge

Joint Land, Aerospace, and Sea Strategic Exercise
 Future Capabilities Game
 Exercise in National Budgeting Priorities
 Judge Advocate Wargames
 Theater Airpower Visualization



To learn more about courses offered visit <http://www.au.af.mil/au/lemay/>



Carl A. Spaatz Center for

The Spaatz Center for Officer Education unifies the continuum of Air Force officer professional military education. Activated April 29, 2008, the Spaatz Center is named in honor of the Air Force's first Chief of Staff, Gen. Carl A. Spaatz. The Spaatz Center remains committed to being the global leader in officer education by developing leaders, spurring innovation, and nurturing partnerships to advance airpower.

FY13 Spaatz Center Graduates		
School	Resident	Distance Learning
AWC	245	2,248
ACSC	480	3,203
SOC	3,614	5,050
IOS	157	N/A
CPC-Nuke 200/300/400	164	N/A
LDP Distance Learning	N/A	152
ACSC OLMP	N/A	1,163
IAAFA SOS	8	N/A
SOS Instructor	43	N/A
Gathering of Eagles	36	N/A
National Security Forum	99	N/A
AWC Air Reserve Component Seminar	98	N/A
AWC ANG-RES-CIV Orientation	63	N/A
ACSC Air Reserve Component Seminar	0	N/A
Total	5,007	11,816

Professional Military Education Transformation

The Spaatz Center has developed a proposal to transform officer professional military education by replacing its current DL versions of SOS, ACSC, and AWC with a menu of PME courses. From this menu, officers could select courses that better align with their particular experience, training, education and timing resulting in a more personalized, career-long approach to PME. Additionally, transition to such a PME credits system would enable Spaatz faculty to award PME credits for equivalent education accomplished outside of Spaatz Center's DL course offerings. Transformed PME seeks to eliminate redundancy and improve educational outcomes while respecting Airman's time. Refinement of the proposal continues along with budget recommendations for implementing the PME transformation.

Highlights

International Honor Roll

- Recognizes International Alumni who achieve a high position within their country's military or government
- 431 Inductees from 86 Partner Nations

Language Enabled Airman Program

- Designed to increase foreign language proficient Airmen in the General Purpose Force
- Participation increased from 1135 Airmen in FY12 to 1518 in FY13

PME Transformation

- Briefed to all Air Force MAJCOM/CCs
- Development of Implementation Plan approved by CSAF

Publications

- 3 Books
- 1 Monograph
- 4 Papers
- 6 Chapters
- 69 Articles
- 77 Presentations
- 32 Writing Awards

Officer Education



Maj Gen Brian T. Bishop



International Officer School (IOS)

Prepares international officers for resident professional military education and provides nonacademic programs to enhance the cultural experience of the international students and their dependents.



Squadron Officer College (SOC)

Develops company grade officers as leaders of integrity, ready, willing and able to overcome the challenges of today's complex security environment. The eight-week Squadron Officer School (SOS) provides a professional military education experience devoted to junior officer leadership development.



Air Command & Staff College (ACSC)

Air Command and Staff College, the Air Force's intermediate professional military education institution, prepares junior field grade officers of all services, international officers, and U.S. civilians for positions of higher responsibility within the military and other government arenas. The focus is on preparing students to develop, employ, and command airpower in joint, multinational, and interagency operations.



Air War College (AWC)

Air War College is the USAF's Senior Developmental Education institution whose mission is to educate officers to serve as national security senior leaders. AWC prepares senior U.S. and International field grade officers, and DoD and interagency civilians to lead at the strategic level in a joint, interagency, and multinational environment. Graduates are versed in the cross-domain integration of joint, air, space and cyberspace power. The AWC curriculum consists of a 10-month in-residence master's degree granting program and a separate non-degree granting distance learning program.

Spatz Academic Centers

These centers provide a focused capability that meets both the requirements of the Air University and external sponsoring agencies.

USAF Counterproliferation Center (CPC)

Develops leaders to advance the state of knowledge, policy, and practices involving nuclear, biological, and chemical weapons.

Air Force Public Affairs Center of Excellence (PACE)

Provides public affairs, strategic communication and global media engagement education, research and training.

Center for Strategy and Technology

Researches and reports on strategic implications of technology change. Conducts the CSAF's Blue Horizons research study.

Air Force Culture and Language Center

Produces culturally, regionally and linguistically competent Airmen.

Negotiation Center of Excellence

Provides education, training and research in culturally adaptable negotiation/mediation methodologies and techniques.

To learn more about courses offered visit <http://www.au.af.mil/au/spatz/>



Jeanne M. Holm Center for Officer

The Holm Center provides coordinated leadership and policy direction for the Air Force's officer recruiting, training, and commissioning programs at Officer Training School and at Air Force ROTC detachments at 145 universities. To reduce duplication of effort and streamline administrative and reporting procedures, on February 14, 1997, AETC established the Air Force Officer Accession and Training Schools (AFOATS), which was to be commanded by a brigadier general and stationed at Maxwell AFB, AL. On June 2, 2008, AETC re-designated AFOATS as the Holm Center for Officer Accessions and Citizen Development (Holm Center). The name change honored Maj Gen Jeanne Holm, the first female USAF officer to achieve flag rank. She also held the distinction of being the first woman to graduate from Air Command and Staff College.

On June 11, 2009, the Holm Center greatly improved its civic education capabilities by gaining Civil Air Patrol-USAF as a subordinate organization. CAP-USAF provides Air Force oversight of the AF Auxiliary, the Civil Air Patrol (CAP). CAP provides emergency services to our Nation and offers cadet programs, aerospace education, citizenship development, and flying experience to more than 60,000 CAP senior members, cadets, and aerospace educator volunteers. In 2013, CAP flew more than 103,000 hours, saving 44 lives, and providing AF operational impact and national disaster support.

The Holm Center also directs the Air Force's high school citizenship development program - Air Force Junior ROTC. It oversees 864 Air Force Junior ROTC units on high school campuses around the world. The aim of the program is to build better citizens for America. There are more than 122,000 AFJROTC cadets.

Cadet Enrollment	
Civil Air Patrol	23,775
AFJROTC	122,000
AFROTC	14,381
Total	160,156

FY13 Holm Center Graduates	
Course	Resident/ On-site
Basic Officer Training (BOT)	1,009
Commissioned Officer Training (COT) / Reserve Commissioned Officer Training (RCOT)	1,352
Airman/Nurse Education Commissioning Programs	15
Academy of Military Science (AMS)	435
Civilian Acculturation and Leadership Training (CALT)	207
ROTC	1,675
JROTC	21,179
PCE	147
Total	26,001

2013 Highlights

AFROTC converted its entire academic curriculum for over 14,000 cadets in four courses to an electronic format

OTS redesigned its training program, shortening it from 12 weeks to 9 weeks, which will save \$1.9M/year while still providing the highest quality basic officer training

Deployed 23 personnel to worldwide locations

CAP-USAF facilitated Civil Air Patrol chase missions escorting Army/Marine UAS Shadow flights, paving the way for future unmanned aircraft flights in CONUS

AFJROTC and the Holm Center Curriculum Directorate created and instituted a Virtual JROTC Instructor Certification Course

To learn more about Holm Center programs visit <http://www.au.af.mil/au/holmcenter/>

Accessions and Citizen Development



Officer Training School (OTS)

The mission of OTS is to produce motivated officers of character who embody the American warrior ethos and are culturally aware, expeditionary minded and prepared to lead! OTS is the Air Force's flexible commissioning source because it has the capability to quickly increase or decrease officer production to meet Total Force requirements.

Civilian Acculturation and Leadership Training (CALT)

CALT introduces new Air Force civilian members to the Air Force culture and prepares them for future leadership, managerial and supervisory roles. Patterned after the OTS curriculum, CALT provides a unique in-residence experience focused on AF culture, missions, and the significant role leaders play in success. The curriculum parallels the leadership modules taught at OTS and includes team-building exercises, outdoor activities and simulation exercises. This is an intensive leadership development program that includes outside reading and projects.

Air Force Reserve Officer Training Corps (AFROTC)

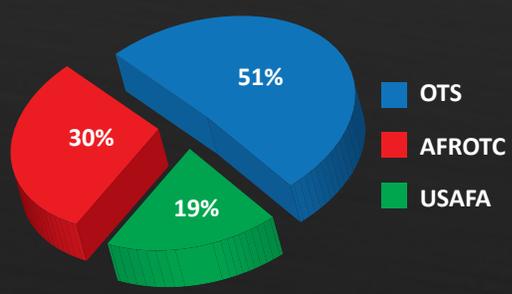
AFROTC is the oldest and largest source of commissioned officers in the U.S. Air Force, with units located on 145 college campuses and more than 1,100 additional institutions of higher learning participating in the cross-town agreement program. Its mission is to produce quality leaders for the Air Force.



Civil Air Patrol-USAF

CAP-USAF is the only operational flying unit in Air University. CAP-USAF ensures the Civil Air Patrol is organized, trained and equipped to perform Air Force assigned non-combat missions, emergency services, aerospace education and cadet programs. CAP-USAF's 33 active duty, 110 Reserve and 41 civilian members support CAP's 60,000 volunteer professionals and their 1,500 units across all 50 states, Washington DC and Puerto Rico.

Commissioning/Training Source



Air Force Junior Reserve Officer Training Corps (AF JROTC)

AF JROTC is a congressionally-mandated program to develop character and citizenship in high school students. The headquarters staff of 32 personnel support more than 1,900 retired officer and enlisted instructors and more than 122,000 cadets at the 864 AF JROTC units in high schools across the nation and selected DoD dependent schools in Europe, the Pacific, and public schools in Puerto Rico and Guam.





Thomas N. Barnes Center

The Thomas N. Barnes Center for Enlisted Education was established in 2008 and is named in honor of Thomas N. Barnes, the fourth Chief Master Sergeant of the Air Force. The Barnes Center is composed of the following organizations: Academic Affairs-Enlisted Professional Military Education, First Sergeant's Academy (FSA), Air Force Career Development Academy (AFCDA), Air Force Enlisted Heritage Research Institute (AFEHRI), and the Community College of the Air Force (CCAF). Their mission is to train, educate, and graduate America's Enlisted Airmen in skills and competencies that enhance their ability to accomplish the Air Force mission. Barnes Center develops, refines and deploys professional military education through 69 Airmen Leadership Schools (ALS), 10 Noncommissioned Officer Academies (NCOA), the Air Force Senior NCO Academy (AFSNCOA), and the Chief Master Sergeant Leadership Course (CLC).

By providing Enlisted Professional Military Education (EPME), Barnes Center prepares Airmen for positions of greater responsibility and increases their commitment to the military profession. Through active, experiential learning, and a curriculum built on the four pillars of: (1) Enlisted Force Structure, (2) Air Force Core Values, (3) Air Force Institutional Competencies, and (4) Enlisted Professional Military Education Policy, Airmen develop as leaders, communicators, and military professionals.

FY13 Barnes Center Graduates		
School	Resident/ On-site	Distance Learning
CCAF	N/A	20,271
SNCOA	1,487	10,987
CONUS NCOA	6,507	5,293
IAAFA NCOA	4	N/A
OCONUS NCOA	1,927	N/A
ALS	15,420	8,011
EPME Instructor Course	143	N/A
AFCDA Course for Authors	17	N/A
Specialized Courses Distance Learning (AFCDA)	N/A	100
FSA	496	497
AFCDA	N/A	73,891
Total	26,001	119,050



Continuing Education for Wounded Warriors

The 2012 National Defense Authorization Act provided opportunities to our Combat-Related Wounded Warriors to participate in CCAF degree programs after separation or retirement. This legislation change expanded CCAF degree program eligibility to include armed forces enlisted members who at the time of separation are categorized as seriously wounded, ill, or injured as defined by the Wounded Warrior Act. These veterans are authorized to participate in CCAF programs for up to 10 years after separation, provided they were enrolled in CCAF when they separated. CCAF is proud to have 4 Wounded Warrior graduates since the public law changed. For additional information contact edservices.CCAF@us.af.mil.

To learn more about courses offered visit <http://www.au.af.mil/au/ccaf/> & <http://www.au.af.mil/au/barnes>

for Enlisted Education



Col Jefferson S. Dunn



Air Force Senior NCO Academy (AFSNCOA)

Provides senior noncommissioned officers with current and highly effective military education in areas of advanced leadership and management. We conduct an innovative program for senior noncommissioned officers from across the Department of Defense and for selected senior enlisted members from allied nations.



Noncommissioned Officer Academy (NCOA)

Prepares those in the rank of technical sergeant to be professional, war-fighting Airmen who can lead and manage Air Force units in the employment of airpower.



Airman Leadership School (ALS)

Prepares those in the rank of senior airman to be professional, war-fighting Airmen who can supervise and lead Air Force work teams in the employment of air, space, and cyberspace power.



Air Force Enlisted Heritage Research Institute (AFEHRI)

Supports the enlisted education mission by educating Airmen on enlisted heritage and history. The Institute maintains a comprehensive archive of documents and performs invaluable research on enlisted contributions to airpower. It is also home to the Enlisted Heritage Hall, which offers a unique series of displays vividly cataloging the contributions of the enlisted force throughout the history of the United States Air Force.



First Sergeant Academy

Develops selected SNCOs to serve as key advisors to commanders on issues impacting Airmen and is located on Gunter Annex. The Academy conducts four facilitated distance learning and eight in-residence courses a year. The Academy also provides curriculum to conduct seminars for senior enlisted personnel serving as additional duty first sergeants.



Community College of the Air Force (CCAF)

Serves the educational needs of the enlisted Total Force by offering associate in applied science degrees and other credentials that enhance mission readiness, contributes to recruiting, assist in retention, and support the career transitions of active duty, Guard, and Reserve enlisted members. CCAF is the only federally chartered institution that awards college degrees exclusively to enlisted personnel.



Chief Master Sergeant Leadership Course (CLC)

Provides newly selected Chief Master Sergeants a strategic perspective of their role as senior enlisted leaders. As of November 2013, this course is being transformed from a resident course to a facilitated distance learning course. The first offering is projected to be November 2014.

Air Force Career Development Academy (AFCDA)

AFCDA develops, manages, and delivers distance learning curriculum in support of Upgrade Training, Professional Military Education, Weighted Airman Promotion Systems, and Professional Continuing Education, to train and educate warrior-scholar leaders in relevant, mission-ready skills, and competencies.



Ira C. Eaker Center for

The Ira C. Eaker Center for Professional Development supports the U.S. Air Force mission by providing world-class, multidiscipline technical training and professional continuing education to Air Force and other Department of Defense personnel, as well as international students. The center is composed of five schools: the Commanders' Professional Development School, the Defense Financial Management and Comptroller School, the USAF Personnel Professional Development School, the Air Force Chaplain Corps College and the National Security Space Institute. The Center is named for pioneer airman Gen Ira C. Eaker, who piloted a record-breaking air refueling flight in 1929 and who conceptualized several World War II strategic bombing strategies which led to air superiority over the Luftwaffe and set the stage for eventual Allied victory.



FY13 Eaker Center Graduates		
Course	Resident/ On-site	Distance Learning
Chaplain Corps College	408	N/A
Commanders Professional Development	1,023	N/A
Continuous Process Improvement	0	N/A
Defense Financial Management	530	N/A
Human Resources Management School	755	14,143
National Security Space Institute	581	N/A
Eaker Instructor course	52	N/A
Wing Commander Spouse Seminar	58	N/A
Total	3,407	14,143

2013 Highlights

The National Security Space Institute provided substantive policy inputs leading to changes in USAF Space Policy and a better informed National Security Staff in Washington, D.C. Changes to one of the policy's overall goals include that space should be a "safe, stable, and secure" environment.

The NSSI hosted the largest Science, Technology, Engineering and Math (STEM) event in Colorado Springs, CO in 2013. The event brought together more than 45 unique hands-on STEM activities from more than 17 organizations with a core team of more than 140 volunteers and served over 2,000 children and their parents.

The Eaker Center's Technical Training branch led the first ever webinar via Defense Connect On-line with Air Force Chaplain Assistant career field Subject Matter Experts to facilitate creating new 3- and 5-level career development course material via a Specialty Training Requirements Team and Utilization & Training Workshop.

The Air Force Chaplain Corps College instituted Total Force Spiritual Care for Wounded Warrior Training.

Professional Development



Col Roland K. Van Deventer



USAF Personnel Professional Development School

Provides world-class education for the development of Air Force personnel and supervisors, allowing them to perform at their highest level.



Commander's Professional Development School

Prepares Air Force members for duty as wing, vice wing and group commanders; senior materiel leaders, emergency operations center directors and vice/wing commander spouses.



National Security Space Institute (NSSI)

Provides space professional continuing education to DoD military and civilian space professionals as well as members of the broader National Security Space community, including sister services and allies from Great Britain, Australia and Canada.



USAF Chaplain Corps College

Provides education, training and resources that promote professional excellence and enhance the free exercise of religion for Air Force personnel.

Defense Financial Management and Comptroller School

Provides quality joint operational-level professional continuing education through programs presented to Department of Defense financial management personnel.



To learn more about courses offered visit <http://www.au.af.mil/au/ecpd/>



The Air Force Institute of Technology (AFIT) started at McCook Field in Dayton, Ohio, and has been a part of the local community ever since. The original idea of an aeronautical school within the Army was proposed by Col. Thurman H. Bane, Commanding Officer of McCook Field, based on his belief that “No man can efficiently direct work about which he knows nothing.” The school’s first group of students began their studies in November 1919 and graduated as the Class of 1920. AFIT graduates were closely involved in the Mercury, Gemini, and Apollo space programs, and included the second man on the moon, the first American space walk, the first military woman in space, and the first African-American in space, Dr. Guy Bluford.

AFIT’s mission is to advance airpower for the nation, its partners, and our armed forces by providing relevant defense-focused technical graduate and continuing education, research, and consultation. Its vision is to be the internationally recognized leader for defense-focused technical graduate and continuing education, research, and consultation. AFIT continues to stress excellence in education and research and to move through the 21st century, retaining its flexibility and resourcefulness in accomplishing its mission, just as it has done since its inception more than 90 years ago.

Graduate School of Engineering and Management

Provides high-quality graduate education programs and engages in research activities that enable the Air Force to maintain its scientific and technological dominance. The school’s mission reflects its focus on preparing students with the skills required to maintain the world’s best Air Force, with the recognition of research as a critical element in quality graduate education.



School of Systems and Logistics

Equips the Air Force’s acquisition and logistics workforce to be the world’s best managers of air, space and cyberspace systems through professional continuing education, consulting, and research.

The Civil Engineer School

Develops and delivers civil engineer and environmental professional continuing education and provide consultation in support of U.S. air, space and cyberspace forces.

Graduate Education

Graduate School of Engineering & Management

(Civilian Institution Programs)

Students: 806 (res); 2,529 (CI);

Resident Faculty: 140
Programs: 23 MS, 14 PhD

Professional Continuing Education

School of Systems and Logistics

Faculty: 67
Students: 21K/yr
Courses: 99

The Civil Engineer School

Faculty: 28
Students: 6K/yr
Courses: 78

Cyberspace 200/300

Faculty: 5 Students: 650/yr

Research

1 - OSD Center
1 - AF Center
6 - AFIT Centers

\$16M+ annually
Sponsor funded,
Defense-focused,
Collaborative,
Ops-driven

239 Publications
11 Publications
Patents

Consultation

1 - OSD Center
1 - AF Center
6 - AFIT Centers

Subject Matter
Experts

Worldwide Impact
Combatant Cms
Functional Areas



Dr. Todd I. Stewart



2013 Highlights

- The School of Systems and Logistics, in conjunction with its contract partner SAIC, completed development of 16 logistics and acquisition management courses for the State Department's Office of Security Cooperation-Iraq.
- The Deputy Assistant Secretary of Defense for Developmental Test and Evaluation announced the establishment of the Scientific Test and Analysis Techniques for Test and Evaluation Center of Excellence within the Graduate School of Engineering and Management. The COE oversaw the development and transition of Science of Test curriculum between the Graduate School and School of Systems and Logistics; the first-ever use of this strategic platform to meet an Air Force customer requirement.
- The Center for Space Research and Assurance was established to provide resilient, responsive, and reliable space capabilities to the DoD and Intelligence Community. In August of 2013 the center delivered its first free-flying satellite to NASA for launch on an Atlas V rocket in December 2013.

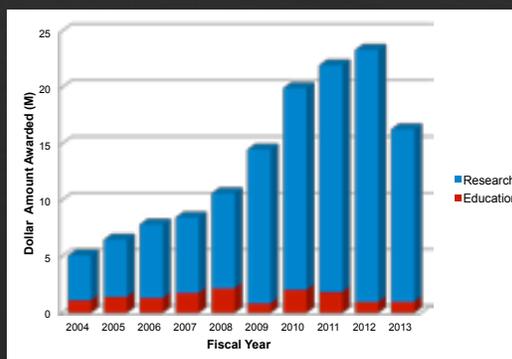
FY13 AFIT Graduates	
Graduate School of Engineering and Management	
Resident	274
Civilian Institautes (Line, Chaplain, Legal)	314
Civilian Institutes (Medical)	679
Total	1,267

School of Systems and Logistics		
Course	Resident/ On-site	Distance Learning
Systems and Logistics	6,839	7,063
Systems and Logistics Seminars	4,209	47

The Civil Engineering School		
Course	Resident/ On-site	Distance Learning
The Civil Engineering School	566	900
The Civil Engineering School Seminars	20	N/A

More than 380 civilian institutions worldwide

New Award History FY04-FY13

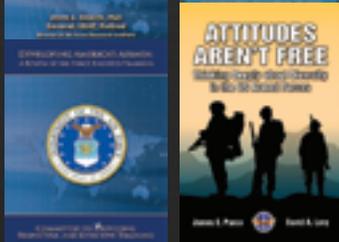
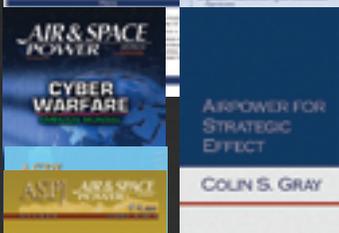


To learn more about education offered visit <http://www.afit.edu/>

Air Force Research Institute



Mr. Allen G. Peck



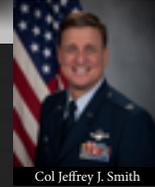
The Air Force Research Institute (AFRI) conducts independent research, outreach, and engagement to enhance national security and assure the effectiveness of the United States Air Force. AFRI was established in its present form in 2008 in response to a Chief of Staff of the Air Force directive. However, its research roots extend back to the Airpower Research Institute of the late 1970s and even the 1930s in the Air Corps Tactical School. While the organizational functions were briefly embedded in the Air War College and later the College of Aerospace Doctrine, Research and Education, the Air Force Research Institute's central vision has not changed. AFRI still seeks to be a trusted source of ideas informing airpower and national security.



AFRI has three divisions. It has a team of research professors who conduct studies on airpower and national security for the Air Force Chief of Staff and other senior leaders within DOD. These ideas and those of others across the Air Force and the nation are published by the Air University Press. The AU Press, now part of AFRI, dates back to 1953, and conducts outreach by producing the world's finest publications about airpower and national security, to include the *Air and Space Power Journal* and the *Strategic Studies Quarterly*. Lastly, AFRI has a division devoted to engagement, creating the necessary conversations within the Air Force and our nation on how best to enhance our thinking about airpower. Through these three functions—research, outreach, and engagement- AFRI aids Air University in attempting to achieve its vision of becoming the intellectual and leadership center of the U.S. Air Force.

FY13 AFRI Graduates	
Course	Resident
Masters Program	114
Lean Aerospace Initiative	3

Advanced Education & Academic Research



School of Advanced Air and Space Studies

In 1988, the Chief of Staff of the Air Force responded to Congressional concerns about the next generation of Air Force strategists by chartering the School of Advanced Airpower Studies at Maxwell AFB. The new school provided a one-year graduate education in airpower strategy through a demanding curriculum highlighting theory, history, and application. The first class of 25 students graduated in 1992, and the school was eventually renamed the School of Advanced Air and Space Studies (SAASS). SAASS has educated hundreds of highly talented USAF, sister service, joint, and Allied officers in an exceptionally rigorous program which culminates in a fully accredited Master of Philosophy in Military Strategy. More than 50 graduates serve as flag-rank officers or in the senior executive service. Students attend small seminars with a PhD professor and read more than 150 books, or approximately 40,000 pages of written material, over the course of the academic year. Students must also complete a masters-level thesis and pass a comprehensive oral exam to earn the degree.

PhDs in Military Strategy

Approved by the Secretary of Education, PhD candidates are volunteers in the top third of their SAASS class who will graduate from SAASS with all but dissertation status and be eligible for a one-year Air University PhD Fellowship which counts as in-residence senior developmental education and permits completion of a doctoral dissertation. The goal is to develop senior leaders with a PhD in strategy without sacrificing career flow or operational experience.

FY13 SAASS Graduates		
Course	Resident	Other
SAASS	44	N/A
SAASS PhD	N/A	5

To learn more visit <http://www.au.af.mil/au/saass/>

Muir S. Fairchild Research Information Center

The premier research facility in the Department of Defense, the Muir S. Fairchild Research Information Center (MSFRIC) was founded in 1946. Located in the middle of Chennault Circle, it was given the memorial name "Fairchild" after the founder and first commander of Air University, Gen Muir S. Fairchild. The Center houses well-balanced



collections especially strong in the fields of war fighting, aeronautics, U.S. Air Force and DoD operations, military sciences, international relations, education, leadership and management. The library holds more than 2.6 million items, subscribes to 63 research databases, and produces the Air University Library Index to Military Periodicals.

To learn more about AFRI products and AU Press visit <http://afri.au.af.mil>



Making Maxwell AFB “The Best Hometown in the Air Force”

In 1994, the 42nd Bomb Wing at Loring AFB, Maine, was renamed the 42nd Air Base Wing and relocated to Maxwell AFB, Ala. The wing’s long and distinguished heritage of bombardment and air refueling missions since the early 1940s, continues today through combat Airmen deployed around the world. The 42nd Air Base Wing consists of the 42nd Medical Group and the 42nd Mission Support Group. The 42nd Air Base Wing’s mission is to: Develop mission-ready Airmen and operate a world-class installation. Its vision is to be the premiere air base wing in the Air Force.

Services Provided to Maxwell AFB Community

- Maxwell Club
- Two Community Centers (Maxwell/Gunter Annex)
- Two Community Libraries (Maxwell/Gunter)
- Outdoor Recreation
- Two Fitness Centers
- Two Bowling Centers
- Youth Sports
- Auto Skills Center
- Cypress Tree Golf Course
- Two Child Development/Youth Centers
- Maxwell Elementary / Magnet Schools
- Year around activities/events
- Commissary, base exchange, Shoppettes

2013 Highlights: Home and Abroad

Deployed 278 personnel during 2013, maintaining a 99% accuracy rate.

Maxwell Air Force Base ranks number two in the Air Force for having the most distinguished visitors (DVs). Over the course of the year 710 DVs visited or passed through MAFB.

The 42d Medical Group deployed 7.6 tons of medical supplies and equipment along with eight members on a humanitarian mission to Belize in April 2013. The team treated 7,000 patients and dispensed more than 12,000 medications and 1,845 eyeglasses.

Maxwell AFB completed testing on the Global Freight Management System, which automates the transportation service provider selection process and creates a module to generate and centrally track carrier performance actions for DoD shipments.



This \$11.3M project constructed a 2-story addition, approximately 18,000 square feet, to the Air University library and also altered existing space to create offices, more study rooms and relocate various functions internally within the organization.



This project relocated the Southeast Regional ROTC offices from building 839 into building 803, making more efficient use of space and removing an older, deteriorated facility. This is one of many demolition projects that reduced the overall real property footprint at Maxwell in support of the Air Force’s goal to reduce infrastructure by 20% by the year 2020.

To see upcoming events visit <http://www.42fss.us/index.html>
To learn more visit <http://www.maxwell.af.mil/>

Base Wing World-Class Leadership”



Demolition of old base library: This demolition was another project moving us towards the Air Force goal of reducing 20% of the real estate footprint by 2020. The old library was in poor condition with many electrical and asbestos issues. Demolition of this facility was made possible by relocating the library to building 910 the previous year.



New Entry Control Facility: Gunter received a new Entry Control Facility at the Dickinson Drive gate. The new facility provides better force protection for the Defenders while housing them in a state-of-the-art facility with improved access control.



New Enclosed Stairwells: The two permanent party dormitories on Maxwell received a facelift by providing enclosed stairwells. The enclosure ensures a safer approach and protects residents from the weather as they access the upper two floors.



Demolition of visiting airmen quarters (building 698): Building 698 was originally constructed in the 1950s. The facility did not meet Airman Housing requirements due to its age and configuration and was identified in the latest Dorm Master Plan (DMP) for demolition. This demolition is another one of the projects at Maxwell in support of the Air Force infrastructure reduction initiative.



Local Community



Camp Sunshine : 42 ABW partnered with the Tukabatchee Area Council and hosted the 11th Annual Boy Scouts of America Camp Sunshine. The program focused on boys from the Montgomery Housing Authority Committee and Montgomery Public Schools. Activities included a military working dog demonstration, target shooting, and swimming.

In 2013...
644 Volunteers
2,584 Hours
\$51,680 in Cost Savings

KUDOS/SUDOS/TUDOS: Kids /Spouses/ Teachers Understanding Deployment Operations: In 2013 42 ABW hosted its first annual KUDOS, SUDOS, TUDOS event. The purpose of the event is to help educate kids, spouses, and teachers of the River Region area on the process of deployments and give them some insight as to what military members experience. Participants went through mobility mission briefings and a mock deployment line. They also had the opportunity to try on body armor and deployment gear, and receive simulated vaccinations.



Montgomery Veterans Day Parade and Capitol Sounds Concert: Lt Gen David Fadok, Commander and President of the Air University, Col Ramsey of the 42 ABW, 65 Officer Trainees, and other key members of the Maxwell and Gunter communities participated in the Veteran's Day Parade in downtown Montgomery. Following the parade, River Region leaders including Lt Gen Fadok and Mayor Todd Strange spoke on the meaning of Veteran's Day, honoring all those who have paid the ultimate sacrifice, and the Parade's Grand Marshall, veteran Tom Richardson.



Non-Profit Leadership Alliance Program at Auburn University Montgomery: Volunteers helped provide a family friendly, fun filled event at the Annual Easter Egg Hunt for low income children.

The Joy to Life Foundation: Over 40 volunteers helped set up tents, water and food stations for the Walk of Life three day event to promote awareness.

Involvement Highlights



Partners in Education with Autauga/ Elmore/ Montgomery County Schools: The AFSNCOA provided more than 3,800 manhours to 21 local elementary/high schools via 290 volunteers toward improving facilities/grounds. This effort benefited 10,200 local area children.



Montgomery Dragon Boat Race: Volunteers helped provide support for this annual event as well as base organizations entering teams in the race.

P4 Initiative: Maxwell AFB is a part of a global partnership initiative geared to strengthen community partnerships across sectors, industries and borders to promote economic growth and opportunity. P4 partnerships offer a means to leverage the capabilities and resources of military installations, local governments or commercial entities to reduce operating costs and the cost of services while retaining or enhancing quality. To date, Maxwell has lead P4 conferences, meetings and exercises with community partners.



Habitat for Humanity: Volunteers from Maxwell Gunter AFB have helped build homes for the Montgomery Habitat for Humanity and the Habitat for Humanity of Autauga and Chilton Counties.



STARBASE: Maxwell helped approximately 1000 fifth-grade students from five school districts, including Montgomery, Autauga and Elmore counties, study science, technology, engineering and mathematics disciplines beyond their current grade level. During the five-day class, students learned through hands-on activities, including rocketry, hovercraft and simulator flight. This is the only DoD program of its kind in the state of Alabama.



Looking Forward



The Air University is facing significant challenges but as the intellectual and leadership center of the Air Force, the future looks bright...

Professional Military Education Transformation

Officer professional military education transformation will deliver a more personalized, career-long approach to PME incorporating leading-edge concepts, eliminating duplication and respecting Airman's time.

Enlisted Professional Military Education Next transformation will deliver blended learning programs optimizing the use of technology to reach higher learning levels. EPME provides a continuum of education necessary to inspire and develop enlisted leaders with the moral framework of integrity, service, and excellence.

Cyber Air Corps Tactical School

Just as the Air Corps Tactical School was once the leader in defining Airpower, now is the time for a Cyber Air Corps Tactical School. The Air University looks forward to enabling the greatest minds in today's Air Force to advance thinking about cyber war and cyber deterrence.

Institutional Accreditation

Institutional accreditation is ongoing and vital to the Air University's mission, impact, and reach. The next Process Accreditation for Joint Education review will occur early 2014 and the next review by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) is scheduled to conclude in 2015.

Tapping into AU Intellectual Capital

The Air University is dedicated to being the intellectual and leadership center of the Air Force. In order to fulfill that role we continue to tap into our intellectual capital, acting on research requests from the Air Staff, CSAF, HAF, MAJCOMs, and foreign service chiefs. Annually, over 85% of all AU student research topics come from these organizations. A total of 273 research requests have been submitted for the 2014 Academic Year.





55 LeMay Plaza South
Maxwell AFB, AL 36112-6335

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



<https://www.facebook.com/MaxwellAFB>



<http://www.youtube.com/user/MaxwellGunterAFB>



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



<http://twitter.com/MaxwellAFB>

The views expressed in this publication do not reflect the official policy or position of the U.S. Air Force,
Department of Defense, or the U.S. Government