

**BY ORDER OF THE AWC COMMANDANT
AIR WAR COLLEGE (AWC)**

AWC Handbook 36-2



9 Jun 2015

Personnel

AIR WAR COLLEGE RESIDENT PROGRAM HANDBOOK

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Air War College



AWCH 36-2 Resident Program Handbook AY 2016

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**DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY (AETC)**

9 Jun 2015

MEMORANDUM FOR AWC RESIDENT STUDENTS, FACULTY and STAFF

FROM: AWC/DE and AWC/DA

SUBJECT: Air War College (AWC) Resident Program Handbook

1. This handbook serves as your primary source of information for all things pertaining to AWC Academic Year 2016 (AY16) policies, procedures and guidance. We expect everyone to refer to it throughout the school year before elevating questions regarding administrative activities and academic operations to AWC senior leadership. Please refer to other regulatory instructions and guidance for amplification, as required and applicable.
2. In-residence, joint professional military education constitutes a major investment in the future senior leadership of the services, agencies and nations represented in each class. The constructive comments and feedback received from faculty, staff and students shaped not only AY16 curriculum content but this handbook and its policies as well so that we can make the most of this year. We will continue to solicit comments to improve policies and practices for personnel in future academic classes via periodic surveys. In addition to academic feedback, we also welcome your comments to enhance Student Operations and Mission Support as we continually strive to make this the best Senior Development Education program available.
3. Thanks in advance for helping to make this year both a challenging and rewarding experience. We all have a direct role to play in this endeavor. Enjoy the next 10 months and know we appreciate all your efforts.

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Chapter 1

Air War College Overview

AIR WAR COLLEGE VISION

The foremost college for air, space and cyberspace education and thought - preparing the world's best joint senior leaders.

AIR WAR COLLEGE MISSION

The mission of the Air War College is to educate officers to serve as critical and strategic thinkers able to serve as national security senior leaders.

AIR WAR COLLEGE KEY TASKS

- *Prepare officers to lead at the strategic level across the range of military operations, in joint, interagency, and multinational environments*
- *Develop a deeper cross-domain understanding of the interactions of air, space, cyberspace, land, and maritime domains, as well as their respective contributions to national security*
- *Advance innovative thought on national security issues*

AIR WAR COLLEGE PROGRAM OUTCOMES

The purpose of the Air War College is first and foremost to educate senior officers and civilians for their roles as strategic leaders. It is primarily a leadership school, whose members are part of the national security enterprise. As such, every action of the students, faculty and staff will reflect a common, singular focus on advancing global security through unrivaled programs of education, research and outreach. The AWC has adopted four program learning outcomes for graduates:

- Lead successfully as senior leaders in joint, coalition and interagency environments, exhibiting the traits essential to the profession of arms and understand the proper role and employment of airpower capabilities
- Critically analyze complex political-military issues and clearly articulate through written and oral methods solutions to influence senior level decisions
- Develop and shape military strategies which, in concert with other instruments of national power, achieve national security strategic objectives
- Capitalize upon diverse personal and professional relationships forged from the broader AWC educational experience

FACULTY ROLE

While the ultimate accountability for the quality of the educational program throughout Air University (AU) rests with the AU commander, the individual school commandants or commanders exercise delegated responsibility within their institutions. Academic deans exercise primary school responsibility for executing the educational program. They rely upon department chairs and directors to assemble and organize various departmental core courses. The department chairs and course directors have oversight responsibility developing the materials for each of the individual instructional periods (IP). In addition, the associate dean of the resident program relies on the director of research and electives to provide guidance on the Professional Studies Paper, as well as to assemble and organize electives in coordination with the Core Elective Committee (CEC) and research committee. In terms of curriculum development, individual faculty members select readings and prepare the details of the core course materials and their respective electives. Faculty members conduct seminar instruction as outlined in this handbook and in workshops. Faculty members may also provide Jones Auditorium lectures in support of curriculum. How the individual instructor fulfills these objectives within the classroom leaves that individual with primary responsibility for the quality of instructional delivery.

STUDENT ROLE

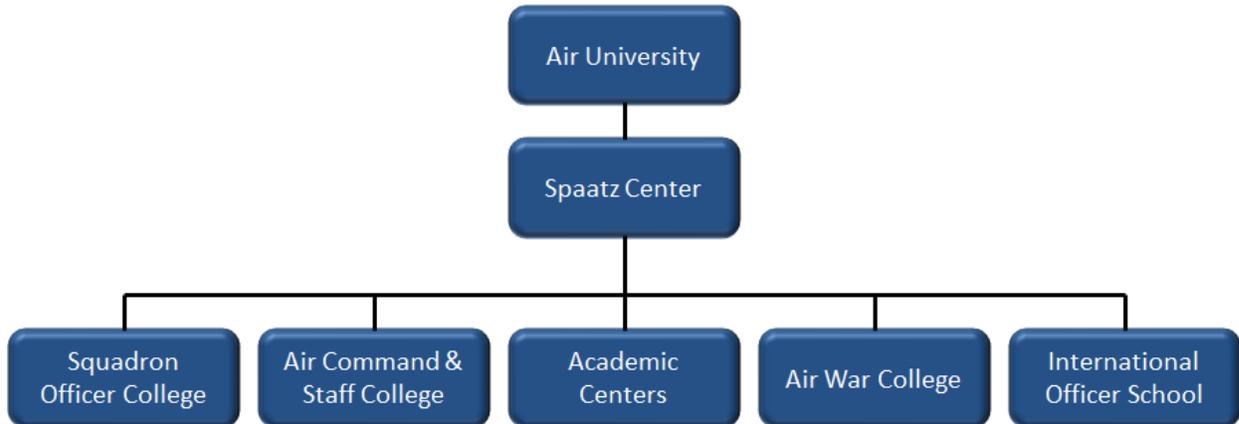
The AWC faculty and staff will provide both agile, graduate-level curricula and programs that fulfill our core educational mission and the resources necessary to create and sustain a safe, reliable learning environment that is free of distractions. However, it is the individual AWC student who is ultimately responsible for the success of their education. Establishing individual goals, thoroughly preparing for academics and actively participating in seminars and events are essential to a successful year. Not only will the individual student's level of effort directly affect the value of their education, but it will also contribute to the educational experience for fellow classmates and faculty members. Individual goals will set the tone and provide personal milestones for measuring progress. Academic preparation will enable critical analysis of the comments from guest speakers and provide a common basis for discussion in seminars, whereas active participation will help contribute to the experience of classmates. Please take advantage of all of the opportunities offered to broaden personal and professional perspectives and those of classmates.

Within the AWC, academic freedom, the ability to freely exchange viewpoints, is highly prized and carefully protected. Expect to hear divergent views and even outright disagreements. Learn to think more critically and respect those views and learn from the different perspectives.

And finally, as a reminder, the AWC is a military organization. Your primary duty while assigned to the AWC is to meet all program requirements to the best of your ability and to participate in all scheduled events. Your appearance and conduct should exceed the high standards that have served you so well in your career prior to arriving at the AWC – as a future senior leader, being above reproach is, as plain as can be said, critical.

Chapter 2

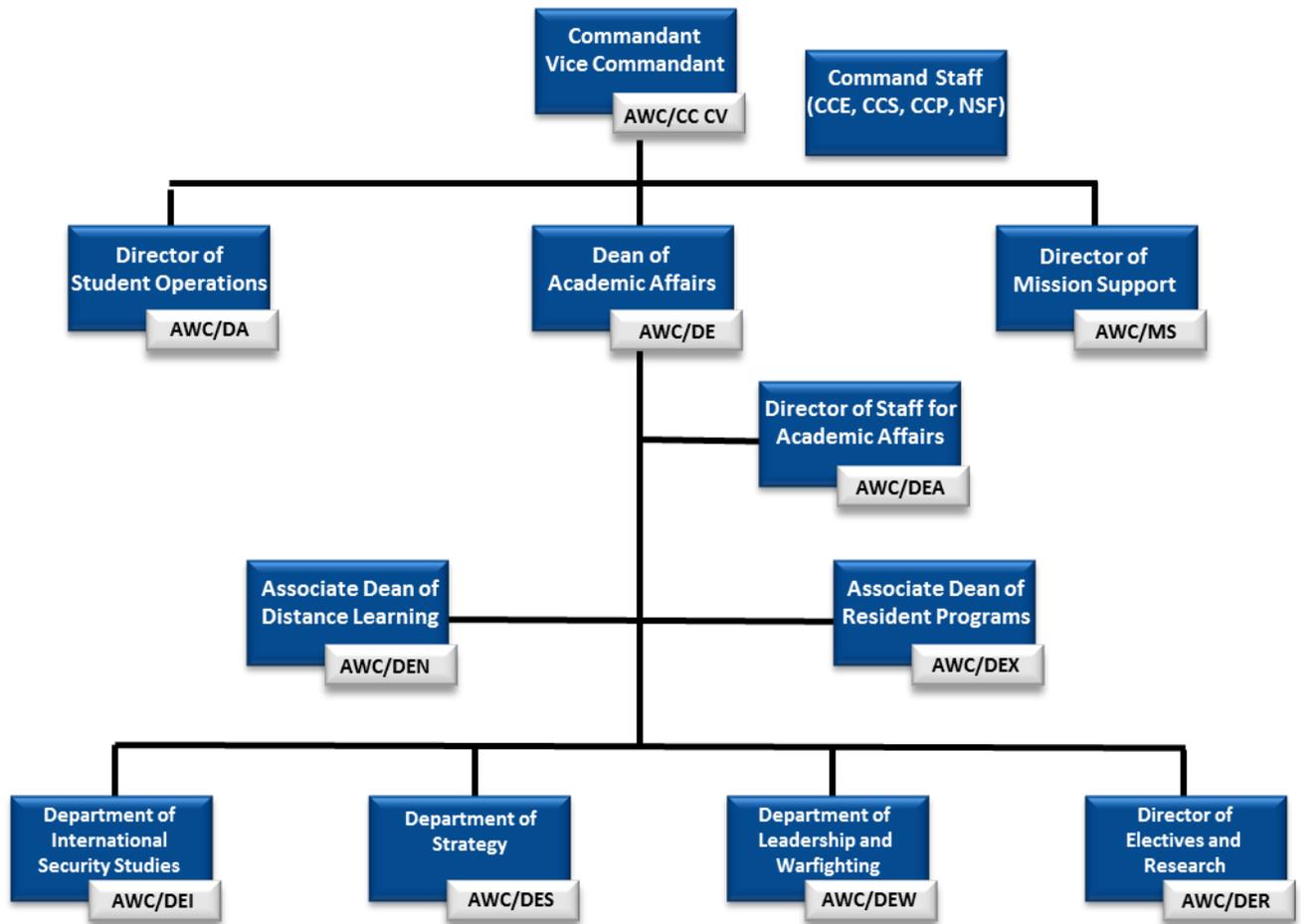
Spaatz & Air War College Organization



SPAATZ CENTER FOR OFFICER EDUCATION

The Spaatz Center for Officer Education is unique in DoD in that it consolidates at one location all officer Professional Military Education (PME) for a career, from captain to colonel. The Spaatz Center provides a single voice for Air Force officer professional military education and consists of the Air War College, Air Command and Staff College, Squadron Officer College, International Officer School, the Academic Centers and the Education Support Squadron. The Air War College (AWC) represents the senior-level school for officer PME. The Spaatz Center Commander also serves as the AWC Commandant.

Air War College Organization



COMMAND SECTION

AIR WAR COLLEGE COMMANDANT/VICE COMMANDANT (AWC/CC and AWC/CV)

The AWC Commandant directs the accomplishment of the AWC mission and also serves as the commander of the Spaatz Center for Officer Education. The Vice Commandant provides continuity of command and assists the Commandant in managing all aspects of the AWC mission.

DEAN OF AIR WAR COLLEGE (AWC/DE)

The Dean of the AWC is the primary advisor to the Commandant on all matters related to resident and distance learning education and the associated faculty. The Dean directs the planning, development and execution of the AWC resident and distance learning academic programs and ensures timely development, approval and implementation of curriculum and related activities. The Dean is also responsible for faculty recruitment, development, outreach,

management and evaluation. The Dean is the primary advisor to the Commandant on all matters related to the AWC curriculum and faculty management. The Dean's office maintains liaison with other senior service colleges, civilian education institutions and major military commands and represents the AWC on the Military Education Coordinating Council Working Group. The Dean presents lectures, develops curriculum and teaches within the AWC academic program.

The Dean is assisted by two associate deans: the Associate Dean of Resident Programs (AWC/DEX) and the Associate Dean of Distance Learning (AWC/DEN). The Associate Dean of Resident Programs oversees the integration of all elements of the resident curriculum into a coherent program and provides direction for day-to-day execution of the curriculum and schedule. The Associate Dean of Distance Learning directs the AWC distance learning program for a worldwide student body composed of US active duty, National Guard and Reserve officers, US federal civilian employees and international officers. The program curriculum parallels the resident program. The Director of Staff for Academic Affairs (AWC/DEA) will provide oversight of academic and faculty staffing issues and daily academic operations. The Director of Electives and Research (AWC/DER) has oversight and direction of the school's resident student electives and research programs.

DEPARTMENTS

Three academic departments, under the Dean of Academic Affairs, create and deliver six core courses. These departments and courses, which are described in more detail in Chapter 3, are the: Department of International Security Studies (AWC/DEI), which teaches National Security and Decision Making, Global Security and Regional and Cultural Studies core courses; Department of Strategy (AWC/DES), which administers the Foundations of Strategy core course; and Department of Leadership and Warfighting (AWC/DEW), which executes the Joint Strategic Leadership and Warfighting core courses and the Global Challenge Wargame. Faculty from all departments teach electives, advise student research and support the GSS.

SEMINAR TEACHING TEAM

Each seminar has a teaching team comprised of a seminar director (SD), an academic advisor (AA) and other faculty course instructors (CIs) who teach in the seminar or who are attached to the seminar. This teaching team is led by the SD and is responsible for all academic and administrative requirements related to the seminar. The SD works within the DE chain for academic and faculty issues, but must also coordinate with the Director of Student Operations (AWC/DA) for student administrative issues. Attached faculty members may have responsibilities outside the seminar but should participate as much as practical in assigned seminar activities.

The teaching team provides guidance and advisement to their students on all academic-related topics, including core curriculum issues, elective course selection and the Professional Studies Paper (PSP). Student advisement is the responsibility of the SD and the AA, but the entire teaching team should participate.

Course Instructors will:

1. Be the primary seminar instructor for one or more courses assigned by DE.
2. Thoroughly prepare for all assigned seminar periods and attend all preparatory sessions.
3. Attend all lectures and faculty workshops pertinent to the block of instruction they teach.
4. Ensure educational objectives are met within the seminar being taught.
5. Provide helpful and timely feedback to students.
6. Coordinate activities with the SD and provide adequate feedback to ensure SD involvement as necessary.
7. Coordinate through the course director that a replacement instructor is needed when the primary instructor is unable to attend the seminar and notify SD of absence and replacement.
8. With the SD, conduct student advising and feedback as needed.
9. Inform Student Operations of seminar location/contact number when not meeting in the assigned seminar room (for instance, having a breakfast meeting at a local restaurant) for recall purposes.

Attached Faculty will:

1. Participate in seminar academic and nonacademic activities to the extent possible.
2. Lead instructional periods when requested by a department chair.

AWC/DEX acts as the OPR for teaching team duties and responsibilities, approves the faculty teams and develops policies and procedures concerning curriculum execution that directly impact seminar operations.

DIRECTOR OF STUDENT OPERATIONS (AWC/DA)

The Director of Student Operations is the primary advisor to the Commandant on all matters related to AWC resident student operations. The AWC/DA directs all student life activities pertaining to resident student operations; provides guidance to resident students through the seminar directors; identifies, assigns and maintains seminar mixes, ensuring appropriate Air Force specialty, sister services, civilian and International Fellow representation in each seminar; serves as liaison between class and faculty/staff; and functions as principal advisor to the Class President, Board of Governors and Class Activities Chairpersons.

AWC/DA acts as the OPR for SD duties and responsibilities to ensure the efficient administration of the seminar as an organizational entity. AWC/DA establishes policies and procedures necessary to ensure that administrative requirements are met. AWC/DA establishes periodic meetings with SDs and the Commandant.

Seminar Directors (SDs) will:

1. Be the student's immediate supervisor and maintain oversight of all seminar activities.
2. Be the focal point of the teaching team and meet regularly with the team to discuss the seminar's performance as well as individual student performance.
3. Be responsible for seminar administrative requirements. This entails attending seminar

administrative periods; briefing the seminar on information that affects class, seminar, and individual activities; and ensuring paperwork is completed and returned in a timely manner (e.g., surveys and grades). SDs are assisted in these duties by the assigned AAs, CIs and Seminar Leaders (SL).

4. In coordination with the AA, conduct initial academic/professional counseling during the first 2 weeks of the academic year and provide feedback sessions prior to the winter break and before graduation (at least three times during the academic year), IAW AWC Handbook 36-1.
5. Approve student absences or forward the request to higher levels IAW this Handbook.
6. Notify AWC/DA of any significant event (e.g., death in immediate family, accident) that impacts a student.
7. Identify a replacement SD for short-term period absences (less than 5 days) and identify that replacement to AWC/DE and AWC/DA. Coordinate long-term replacement for SD responsibility through AWC/DE and AWC/DA.
8. Complete a Training Report document on each student, as specified in AWC Handbook 36-1.
9. Ensure compliance with security directives (AWCOI 31-1, *Security Program*, and guidance on building access and physical security identified in this handbook).
10. Ensure students update personal information and current seminar recall information in the AU Student Record Information System (AUSRIS) and conduct emergency recalls as directed. Complete required reporting requirements.
11. Be responsible for the safety and operation of their seminar rooms. Report all outages, repairs or IT/AV problems to the appropriate POC.

STUDENT OPERATIONS (AWC/DAS)

The Student Operations Section supports AWC/DA and is responsible for the following processes in support of resident students:

In-processing: Inbound students will find most of the information need to prepare to attend AWC in residence by visiting the AWC website at <http://www.au.af.mil/au/awc/>. In-processing for all US students is broken out into two main contact points: check-in and mass in-processing (Note: IF student in-processing is conducted by the International Officer School at a different time). The check-in process normally takes place during the two weeks in July preceding the Class Start Date, at which time inbound students sign in and officially begin their status as AWC students. Mass in-processing occurs on the first day of class, at which time the students will submit official Air Force paperwork to various base agencies and will, along with other students, visit various school offices, be photographed, and receive initial book issue.

Administrative Support: Student Operations also supports the student body by managing or liaising with managers of the Advanced Distributed Learning Service (ADLS), Air University Student Records Information System (AUSRIS), Business Center, Drug Demand Reduction (DDR), Defense Travel System (DTS), e-mail distribution lists, Electronic Records Management (ERM), Emergency Management, Government Travel Card (GTC), Individual

Medical Readiness (IMR), leave, mail, meeting room reservations, Physical Fitness Test (PFT), Personnel, Promotions, shared drive access, seminar room and student lounge management, supplies, voting assistance, and website processes. Students may send suggestions or requests to the Student Ops Org Box (AWC.StudentOps@us.af.mil).

Assignments: Post-AWC assignments for Active Duty Air Force (ADAF) students are processed through Students Operations. All others are coordinated/processed through the respective support office. ADAF students receive a mass briefing at the AWC from the Colonel's Group in early November to gain an understanding of the assignment process for colonels. Colonel and Colonel (select) assignment matches will be announced in the March/April timeframe following rounds one and two of the Gameplan. ADAF Lieutenant Colonels (not yet promoted) will be matched to assignments by AFPC. In the January/February timeframe, Student Operations will embark on a series of efforts to brief students on the process to assess the member and dependents' medical needs, generate the assignment orders, and ultimately move the member, dependents, and household goods to the new destination. Once MAJCOMs have negotiated a report not later than date and the Colonel's Group loads a student's assignment into the Personnel system, Student Operations, in collaboration with the student and the Military Personnel Section, begins the Permanent Change of Station Orders Generation Process.

Training Reports: The Training Report (TR) process is briefed to students at their initial counseling session with their Seminar Director (SD) and then reviewed at each subsequent session. AWC has no Distinguished Graduate (DG) program; however, all students will receive a TR that accurately describes their performance. TRs can be enhanced by students achieving Academic Distinction (GPA>3.85), Highest Academic Distinction (GPA>3.95), Top Academic Performer, receiving an award, being stratified by the SD within the seminar, being a class leader, or having their Professional Studies Paper selected for publishing. All students will receive a TR following successful completion of the AWC Resident Program; however, documentation differs based on a student's service/agency affiliation. The AF Form 475 is completed for all Air Force, International Fellow and Civilian (except DOS) graduating students. Army graduates will receive a DA-1059. Navy graduates will receive a NAVPERS 1610/2. Marine graduates receive a Marine FITREP. Coast Guard graduates a CG-5310. State Department Civilians receive a DS-1106.

Out-processing: Upon program completion, all students will out-process from both the AWC and Maxwell AFB. To out-process the AWC, all students will complete the exit survey, populate AUSRIS with follow-on contact information, remove all personal files from laptop hard drives, set up "out of office" with forwarding/follow-on contact information, turn in government-issued laptop and accessories (e.g., power cable, network cable, and carrying case), turn in all accountable books to the book room and/or library, clean/clear seminar room, and remove all mail in the mailbox. To out-process Maxwell AFB, mass out-processing will take place the day before graduation for all active duty and AGR Air Force students who will be departing Maxwell AFB. All required sister-service administrative processing will be conducted through the respective service support office. The International Officer School will conduct administrative processing for IFs, as required, in Building 904. There is no base out-processing requirement for USAFR, ANG or civilian students. Detailed instructions for out-processing will be provided to all students in early May.

Graduation: The formal graduation ceremony is normally held in Polifka Auditorium as

the last class-wide event of the academic year. Families and friends are invited. Service dress or equivalent is required. The Student Operations Section works with the Director, class leadership and student body to obtain the class slide show, graduation photo board, speaker bio, national anthem singer(s), chaplain for invocation, and list of distinguished visitors attending the ceremony. At the same time, the Student Operations Section begins the process to generate the class diplomas and certificates, list of guests for base access, DV invitations, announcer cards, seating chart and labels, program and script, while also arranging augmentee (e.g., greeters, escorts and proctor) support. Student Operations briefs the Commandant, faculty and students on the sequence of events, trains the seminar leaders to perform their charge of row responsibilities, and coordinates with the Outreach Department for Public Affairs notification of the AWC graduation.

DIRECTOR OF MISSION SUPPORT (AWC/MS)

The Director of Mission Support is the primary advisor to the Commandant on all matters related to AWC mission support. The AWC/MS serves as the focal point for all mission support activities and guides development of plans, programs and resources affecting all aspects of support for the AWC; manages and oversees physical resources; implements and directs Emergency Management & Safety programs, oversees the bookroom and security programs and provides logistics support in the areas of information technology, information security, personnel security and facility management actions. The directorate is also responsible for the coordination of the maintenance and upkeep of the facility and grounds, as well as all facility upgrade planning, and the AF Art/Historical Artifact Program. The directorate also serves as the AWC liaison with the Spaatz Center's Education Support Squadron regarding personnel in-/out-processing, Unit Deployment Manager related issues, unit training and resources, and interfaces with the multimedia representatives who operate the various auditoriums.

INFORMATION TECHNOLOGY (AWC/MSI)

AWC/MSI serves as Information Assurance Officer's (IAO's). These enlisted troops are located in Room 2213. As the IAO's they will provide small communication support for government issued laptops, seminar room printers, access to shared drives along with creating and managing network accounts. MSI will assist students with submitting trouble tickets and creating trouble tickets in Remedy when/if they specifically require IAO's submission. Every Wednesday MSI will provide a Network Administrator from the base on site to support for all open tickets between 1300-1500 hrs. In addition, MSI will manage the distribution of communication equipment (Laptops) and the turn-in of equipment at the end of the academic year.

INFORMATION AND PERSONNEL SECURITY DIVISION (AWC/MSS)

AWC/MSS manages and administers the information, personnel and industrial security programs for faculty, staff, students and contractors; coordinates and implements physical security actions as required for classified events; and advises the commandant and staff on all security related issues, to include security incidents. AWC/MSS is also the focal point for security clearance actions, classified briefing requirements, SIPRNET access and classified materials handling.

PROTOCOL OFFICE (AWC/CCP)

AWC/CCP is the primary point of contact for all visitors and guest speakers to the AWC. This office serves as the focal point for itineraries for distinguished visitors; makes necessary arrangements as required for visiting instructors and Commandant's Lecture Series (CLS) speakers from time of invitation acceptance to visit completion; coordinates sharing of visiting instructors and CLS speakers with other organizations to maximize the benefits of time spent at Maxwell; works closely with AWC curriculum planning to schedule CLS speakers; coordinates visits of international delegations to include scheduling delivery of AWC mission briefings and tours to visitors; plans, manages, directs and schedules special ceremonies and advises others who are setting up such ceremonies; plans, manages, directs and supports special events; serves as liaison with the class for all social activities and assists/supports as required. In addition, AWC/CCP is the school's liaison with local community leaders.

AWC RESIDENT SEMINARS

The class is divided into 16 seminars of approximately 12-16 students. The seminar is the focal point of all activities at the college, from curriculum to social functions. The Director of Student Operations, with input from the Dean of Air War College and the Director of Mission Support, establishes policies and procedures that guide administrative aspects of seminar operations.

AIR UNIVERSITY ADVISORS AND CHAIRS

The Air University (AU) receives special support from Advisors and Chairs for selected officer, enlisted and civilian professional military education and professional continuing education programs. These individuals represent organizations that have a vested interest in the curriculum at AU and with which AU has established relationships for improving educational programs across colleges and schools.

AIR UNIVERSITY ADVISORS

Senior officers from the Army, Navy, Marine Corps, Royal Air Force, German Air Force, Air Force Reserve, US Departments of State and the Central and Defense Intelligence Agencies advise the Air University and Spatz Center Commanders on topics concerning joint, multinational and interagency implementation of the US National Security and Military Strategies and on service/agency specific issues. These Advisors also facilitate outreach from their home organizations to all AU schools and colleges. Their primary responsibility is to act as special staff officers to the Spatz Center Commander and serve as Spatz Center faculty, with primary full-time teaching duties in the AWC. The Service Advisors also serve as the faculty advisor to their respective service faculty and students assigned to Air University.

These advisors provide curriculum support to AU, the Spaatz Center and the AWC. Advisors typically teach core courses within the academic department to which they are attached. Advisors may also teach their service or agency's elective course and participate in the AWC Regional and Cultural Studies program.

AIR UNIVERSITY CHAIRS

AU Chairs fill faculty positions that are sourced and assigned by AU but are identified to represent a specific functional area. They provide expertise and advice to the AU Commander and President and Center Commanders on subjects of interest to the MAJCOM, Combatant Commander, command grouping or staff agency they represent. They also serve as the principal liaison between their sponsoring organization (MAJCOM, CCMD, Joint Staff, etc.) and AU. The senior officers who are assigned to these Chair positions are typically assigned to the AWC as full time faculty members.

SPAATZ ACADEMIC CENTERS

The Spaatz Center has five academic centers with subject matter experts who support the AWC in curriculum development, course delivery, student research advising, wargaming and other administrative activities such as distance learning exam grading. They primarily focus on emerging and enduring areas of interest to the Air Force. These centers have established relationships with the Barnes Center for Enlisted PME and LeMay Center for Doctrine Development and Education (both located at Maxwell-Gunter AFB), as well as the Spaatz Center, its schools and external sponsoring organizations.

CENTER FOR UNCONVENTIONAL WEAPONS STUDIES (CUWS)

The Center for Unconventional Weapons Studies (CUWS) provides research and educational instruction on the nuclear enterprise and weapons of mass destruction (WMD) threats and the means of countering such threats. Counter-proliferation is a topic that includes nonproliferation treaties and actions, deterrence of war and escalation, active and passive defense, counterforce targeting issues and consequence management after a nuclear, chemical, biological or radiological attack. CUWS also publishes student papers as part of the CUWS monograph series and makes them available to a wide range of audiences including USG/DoD and other agencies as appropriate. The center distributes the CUWS Outreach Journal twice weekly to over 1,300 recipients with 20-25 articles related to nuclear, counter-proliferation, homeland security, terrorism, international rivals and fourth generation warfare topics. The CUWS is also responsible for a nuclear professional continuing education school at Kirkland AFB that teaches nuclear 200, 300 and 400 courses to Air Force officers and senior leaders. These courses cover nuclear history and life cycle, nuclear effects and surety, nuclear policy/strategy, the US nuclear enterprise, nuclear incident response and stockpile sustainment. Further, the CUWS maintains an active and extensive website (www.cpc.au.af.mil) on these topics.

The CUWS is located in Building 1403, across the academic circle from the AWC, collocated with Squadron Officer School and the School of Advanced Air and Space Studies.

CENTER FOR STRATEGY AND TECHNOLOGY (CSAT)

The USAF Center for Strategy and Technology researches the strategic implications of technological choices, bringing operators and technical people together to study the future. The Air Force Chief of Staff commissioned CSAT to execute an annual research project that examines the future global geostrategic environment and assesses Air Force needs to meet the challenges of this environment. CSAT examines issues with a view 20-30 years into the future and is done in coordination with AF/A8 and the Air Force Research Laboratory (AFRL). Each year, the CSAT reports its findings back to the CSAF, the AF/A8 and AFRL, as well as other government agencies as the CSAF may direct.

The CSAT is located in the Secure Wing of the AWC in rooms 1132-1139.

CULTURE AND LANGUAGE CENTER (CLC)

The CLC mission is to support the expeditionary Air Force by providing Airmen of all ranks with the best available understanding of foreign cultures and with the skills to communicate and collaborate effectively with members of foreign societies. The CLC's vision is to become the premier DoD institution for definition of military cross-cultural competencies. It seeks to increase cross-cultural competencies throughout the force, develops conceptual tools for analysis of culturally distinct behavior and sponsors cutting-edge research into cross cultural communications.

The CLC is located in Building 1405, the Muir S. Fairchild Research Information Center (MSFRIC), located behind the AWC in the center of the academic circle.

NEGOTIATION CENTER OF EXCELLENCE (NCE)

The NCE provides education and research on conflict and conflict resolution. The NCE explores and instructs appropriate methods for understanding the context of domestic and international positions and interests in order to help manage and resolve conflicts as well as the use of negotiations and other dispute resolution methodologies to enhance informed decision making and improve communications. The NCE strives to become the DoD's resource of choice for both negotiation practitioner education and training as well as theoretical and applied research.

The NCE is located in Building 1405 in the MSFRIC.

U.S. AIR FORCE CENTER FOR STRATEGIC LEADERSHIP COMMUNICATION (AFCSLC)

AFCSLC's mission is to develop communicators who understand and engage in the global information environment. Instructors are subject matter experts serving as the primary advocates for communication education designed to equip leaders at all levels of Professional Military Education and Professional Continuing Education to be effective communicators. As the only organization in the Department of Defense dedicated to providing leadership communication education, AFCSLC interacts with students from all military services, many federal agencies and a host of international officers attending Air University schools and courses. The Center educates leaders on effective communication and associated tactics, techniques and procedures; strategic/synchronized communication; the U.S. military-media relationship; crisis

communication; leading in an age of technology and other communication-related topics. AFCSLC also conducts leadership communication research in support of Air University, the Air Force and leaders worldwide.

AFCSLC is located in Building 693, Room 101.

MUIR S. FAIRCHILD RESEARCH INFORMATION CENTER

The Muir S. Fairchild Research Information Center (MSFRIC), founded in 1946 as the AU Library, is the premier library in the DoD. It houses collections especially strong in the fields of warfighting, aeronautics, Air Force and DoD operations, military sciences, international relations, education, leadership and management. MSFRIC improves Air Force education by providing access to the world of information through quality library services. MSFRIC holds more than 2.6 million items: 530,000 military documents; over 429,000 monographs and bound periodical volumes; 615,000 maps and charts; 150,000 current regulations/manuals; and over 909,000 microforms. MSFRIC provides free access via intranet link to copyrighted articles that can be customized to any course. MSFRIC's URL is <http://www.au.af.mil/au/aul/lane.htm>.

Chapter 3

Air War College Curriculum

ACADEMICS

The academic environment of the AWC encourages a free expression of ideas and an opportunity for independent, analytical and creative thinking. The goal of AWC is to enhance critical thinking and communication skills, allowing students to analyze complex political-military situations and articulate strategic thought. Graduates should be prepared to lead in a joint, interagency and multinational strategic environment and thoroughly comprehend the profession of arms, with particular emphasis on the Air Force competencies of air, space and cyberspace. The faculty aims to produce strategic leaders who can develop and execute national military strategy which employs armed force, in concert with other instruments of national power, to achieve the goals of national security strategy.

The AWC faculty designs the curriculum to meet the strategic-level learning outcomes set by the Chairman of the Joint Chiefs of Staff in the Officer Professional Military Education Policy (OPMEP), the Air Force in the Institutional Competency List (ICL) and Air University in the Continuum of Education Strategic Guidance (CESG). While the Southern Association of Colleges and Schools (SACS) accredits AWC for the award of a master's degree, it is important to remember that **nothing** in the curriculum is driven by the master's degree accreditation. The curriculum is Professional Military Education (PME) which also meets the requirements for SACS accreditation, vice a master's degree which happens to fill the requirements of PME.

The AWC challenges each individual to set personal academic goals and manage time wisely. A student spends, on average, 3-to-4 hours each day in the seminar room, lecture hall or wargaming center. Additionally, each student is expected to spend an additional 4-to-5 hours preparing for the next day's class, engaging in leadership activities and maintaining a regular fitness program. The AWC experience extends beyond the strictly academic. It provides the opportunity, through socialization with both fellow class members and the faculty, to build collegial relationships and reinforce the core values of the profession of arms.

AWC CALENDAR AND CLEAR SKIES

Faculty and Students can access the following AWC schedule information on AWC Blackboard, under AY16 Calendars.

- Instructions to access the real-time Daily Microsoft Outlook Calendar (.mil domain)
- Instructions to access the real-time Daily web-version of Microsoft Outlook Calendar
- Instructions to access the real-time Google calendar (.com domain) and how to download to smart device
- PDF version of the daily calendar

- PDF version of the Grand Strategy Seminar daily calendar
- Monthly calendar
- Deliverables Calendar (e.g., final exams, due dates for take-home exams, etc.)
- Key Events Calendar (primarily social and academic events)
- Link to weekly iCal snapshot of the daily calendar (for smart devices only)
- Link to weekly iCal snapshot for the GSS daily calendar (for smart devices only)
- Links to the real-time Google student, faculty and GSS calendars

The Daily Microsoft Calendar contains both student and faculty events; however, the Daily Google Calendar has a separate calendar for student events and faculty events. The Google daily calendar does not include speaker names and/or speaker titles, and no references to classification of events to avoid divulging critical or FOUO information on this public calendar. Instructions for gaining access to the real-time daily calendars can also be found on the AWC: K Drive Index Page under the “Viewing Calendars” link via a government computer (i.e., laptop or desktop).

Contact the Director of Academic Support (AWC/XS) if you have any problems gaining access to AWC Calendars.

Clear Skies is a 12-month planning document used by faculty to plan curriculum and to de-conflict key events. Clear Skies can be accessed from the AWC: K Drive Index Page; however, the AWC Student Schedule is the primary calendar source and takes priority over Clear Skies.

AIR UNIVERSITY STUDENT RECORD INFORMATION SYSTEM (AUSRIS)

AUSRIS is used to record student/faculty information, student grades and comments. AUSRIS is capable of providing numerous reports such as seminar rosters, student and faculty bio info, student grade sheets, etc. AUSRIS is accessible through the AWC K: Drive Index page. Records are protected IAW the Privacy Act of 1974 and AFI 33-332, *Privacy Act Program*.

DEPARTMENT COURSE INFORMATION

DEPARTMENT OF STRATEGY

The Department of Strategy administers the Foundations of Strategy (FS) core course. The Foundations of Strategy core is designed to provide students with the conceptual and historical foundation needed to analyze and assess strategy at the national and theater levels. The course draws on a mixture of strategic thought, international relations theory, and diplomatic and military history for its core content. Additionally, it utilizes seminar discussions, written exams, and a practical exercise to assess student learning. Students should come out of the course well prepared for the remainder of the core curriculum, especially the examinations of contemporary strategic issues found in the National Security and Decision Making, Regional and Cultural Studies, Warfighting, and Global Security courses.

DEPARTMENT OF INTERNATIONAL SECURITY STUDIES

The Department of International Security Studies teaches the National Security and Decision Making (NS-DM), Global Security (GS) and Regional and Cultural Studies (RCS) core courses. The NS-DM course covers America's National Security Strategy, threats the United States faces from both state and non-state actors and the instruments of power the United States has at its disposal to implement its National Security Strategy. NS-DM also evaluates the actors, structures and processes involved in the national security decision making process, examining bureaucratic politics, the psychological aspects of decision making, the interagency process, Congress, interest groups, public opinion, civil-military relations and the politics of planning, developing and acquiring military forces. To enhance interagency study and discussion, the department collaborates with the AU Department of State Advisor to organize the visit of State Department representatives and their participation in two course lessons.

The Regional and Cultural Studies (RCS) course focuses on regional and cultural issues through an in-depth study of the security issues facing one of approximately 14 different areas of the world (the International Fellows will be enrolled in the course focusing on the United States). The program starts with a seminar component of focused academic preparation and culminates with a field studies component that allows the students to discuss security and policy issues with senior political, military, diplomatic, economic and academic leaders in the region itself.

In the Global Security (GS) course, students examine the security challenges facing the United States and its allies on a global basis. The course uses a comparative approach and is mainly devoted to a region-by-region study of the international security system that identifies emerging security challenges, assesses the political and economic currents that influence regional security conditions, examines the role that state and non-state actors play in regional politics and analyzes power politics on a regional basis. The GS course follows and capitalizes on the student experience from their RCS academics and field study.

DEPARTMENT OF LEADERSHIP AND WARFIGHTING

The Department of Leadership and Warfighting teaches two core courses, Joint Strategic Leadership (JSL) and Warfighting (WAR). The JSL course is designed to introduce and develop the concepts and skills required of professional leadership through an examination of responsible command, leadership and management practices. Successful leadership at the strategic level in today's environment calls for unique sets of knowledge, skills and abilities. The course of study facilitates these objectives through thoughtful reflection, critical assessment, creative thinking and consideration of the issues found in the current volatile, uncertain, complex and ambiguous environment. At the conclusion of the course, the students will better understand the senior leader's role as a change agent for their organization and the expanding challenges of leading at the strategic level.

The WAR course equips senior leaders with the tools needed to develop, deploy and employ as well as command and control joint forces across the range of military operations. The curriculum focuses on the art and science of developing, deploying, employing and sustaining the military resources of the Nation, in conjunction with other instruments of national power, to

attain national security objectives. The Warfighting course examines the principles of joint operations, joint military doctrine and emerging concepts for joint, unified, interagency and multinational operations, in peace and war. It also examines joint force employment across the range of military operations. The theme of the course focuses on the development of Theater Strategy and Theater Campaign Plans through the use of Campaign Design methodology. In addition, it examines the Joint Operation Planning Process and command and control of theater-level operations. Finally, the Warfighting course emphasizes the contribution of air, space and cyberspace forces to the joint, combined or coalition environment. Coursework demands that students apply the strategy and decision-making frameworks and concepts presented in previous courses. The course assesses the best ways to present, plan and control military resources as they serve the unique requirements of the Combatant Commander at the strategic and operational levels of war. The Warfighting Practicum and GLOBAL CHALLENGE exercise provide the students the opportunity to synthesize, apply and reinforce these learning objectives.

RESEARCH AND ELECTIVES

Research. The research requirement is designed to allow students to perform in-depth critical analysis on a relevant topic of interest primarily from an approved sponsoring organization. The research process provides the opportunity to improve student argumentation and expression skills while creating products that address strategic and operational issues and topics vital to the national security community and its senior leadership.

For successful completion of the research requirement, students must produce a professional studies paper (PSP) in accordance with college standards. Most research will be conducted as an individual effort, but the AWC may offer selected students the opportunity to complete this requirement via a faculty-led group research project.

Electives. All students within the regular curriculum must complete 4 semester hours in the electives program. Electives enhance and complement the core curriculum by providing students with opportunities to achieve greater depth and breadth of understanding in issues of special interest and provide the AWC curriculum with the flexibility to adapt quickly to changes in the international and domestic security environments.

GRAND STRATEGY SEMINAR (GSS)

The Grand Strategy Seminar (GSS) offers the opportunity to get even more out of your year at AWC. The GSS syllabus provides a “deep dive” into the historical and theoretical roots of strategy and national security for those students who desire more rigor than the AWC core curriculum offers. The course offers a unique opportunity to prepare for the tough challenges of senior leadership in our increasingly complex security environment by focusing on the development of strategic vision and its connection to operational art. GSS students explore the historical practice of the strategic art, the challenges posed by strategic-level leadership and innovation, the relationship between the military instrument of power and national political objectives, and the interplay of global and regional security trends.

Though the GSS faculty have been selected based upon expertise and demonstrated teaching excellence, the key element of success is that all of the students are volunteers. The GSS is

limited to 12 students, which ensures a high level of dialogue by students who are fully engaged. Although the academic program is more rigorous and requires more of a time commitment than the core curriculum, the advantages of participating in a smaller seminar of similarly motivated individuals are significant.

The GSS curriculum requires more reading and writing, but accepting that challenge provides you the opportunity to obtain the highest quality professional military education available at any school. The program has proven very beneficial academically, professionally, and personally for all of the graduates and has already received a great deal of positive attention from both USAF and joint force senior leaders. Graduates are prized for their ability to think critically and analytically. However, it is important to note that you will receive the same academic degree as your peers in the core syllabus.

GSS Eligibility

The program is open to all students in the degree program, including all US military and civilian personnel as well as international officers (high-functioning English skills—reading, writing and speaking—are required). The faculty, AWC Dean and AWC Commandant select GSS students based on their potential to complete the more rigorous academic program of study.

The GSS is open to volunteers only and may appeal to graduates of ASG programs (SAASS, SAMS, SAW, etc.) or those students with degrees or significant interest in history, political science, international relations, national policy, and/or the creation and implementation of strategy—particularly at the grand strategic level.

GSS Curriculum

The GSS curriculum tracks the core AWC curriculum in the first semester. Students are expected to accomplish additional readings and comprehend advanced concepts in addition to the core material. GSS students fully participate in four courses from the core program: Foundations of Strategy (FS), Joint Strategic Leadership (JSL), National Security Decision Making (NSDM), and Regional and Cultural Studies (RCS). Lastly, GSS students will enroll in a two-term Grand Strategy course (in place of an elective). The instructors of all these courses are selected and approved by the AWC Dean and Commandant.

The second semester GSS curriculum is unique to the GSS track. These courses include Campaign Design and Execution (CDX) and an enhanced Global Security (GS) course. Students also participate in non-core problem-solving exercises to include the Air Sea Battle Tabletop Exercise (ASB TTX) and enhanced Exercise GLOBAL CHALLENGE (Ex GC16). All AWC degree students are required to research and write a Professional Studies Paper—GSS students will do likewise, but must have their topics approved by the GSS Academic Advisor.

GSS Application Process and POCs

To apply, students must submit the following three items to GSS POCs (Col Thomas Bruno, Dr. Stephen Burgess or Prof. Gene Kamena) NLT 6 July 2015:

- As applicable: Air Force SURF, Army ORB, Navy PSR, Marine OMPF, Civilian CRB or 1-2 page career summary or résumé)

- A single spaced essay (one page, TNR11 font, 1" margins) that answers the question, "How will the GSS help fulfil your self-development and professional objectives?" and "What do you believe you will contribute to the GSS?"

- A biography (1-2 pages); official military bio is suitable

Additionally, applicants will need to arrive at AWC NLT 13 July 2015 to be available for an interview (POC is Col Bruno).

ADDITIONAL ACADEMIC PROGRAMS, ACTIVITIES AND FORUMS

ACADEMIC PREP (AP)

The Academic Prep course is designed to frame the student's academic mindset by preparing a foundation in the skills essential to succeed in the AWC Program--namely reading, thinking, and writing. Through a series of lectures, workshops, seminars, and by writing an argumentative paper, students will work to understand and apply complex concepts in an academic environment. The course is based on the theme of Civil-Military Relations (CMR), which informs all aspects of the AWC curriculum. By the end of the course, students should be able to evaluate their own ability to think, speak and write critically in preparation for the rigors of the AWC curriculum.

WARGAME: GLOBAL CHALLENGE (GC)

AWC conducts this 5-day, unclassified capstone wargame (set in the future) at the strategic and operational level with full play by the entire student body and faculty. As a summative application of the knowledge, skills and attributes gained during the academic year, the Global Challenge mission focuses on experiential learning versus doctrinal experimentation and research. With that mission, it challenges students to assess (critically think, creatively address and decisively communicate) complex scenarios in a time-constrained environment, prepare and defend courses of action (COA) and pursue national objectives using all the instruments of national power (diplomatic, informational, military and economic) while applying an understanding of regional cultural issues) as directed by the GC Secretary(s) of Defense and Combatant Commander(s). Faculty teams and subject matter expert (SME) consultants manually adjudicate game play to ensure synthesis of critical issues affecting national policy within the various regions of the world. The faculty's mission in directing game play and adjudicating student actions is to shape game inputs that realistically reinforce JPME and AWC learning objectives. As objectives are met, the game continues its spiral development by presenting continual challenges to test student critical thinking and synthesis of the instruments of national power.

NATIONAL SECURITY FORUM (NSF)

NSF is an event sponsored by the Secretary of the Air Force and hosted by AWC the first week of May. NSF brings together over 130 civilian leaders with diverse backgrounds from locations across the United States to join with the AWC class. The primary objective of the NSF is a frank and candid exchange of views on national security matters among our invited

guests, AWC students and senior military and civilian leaders. The week is devoted to exploring the many issues that affect the current and future security issues, focusing heavily on the role of air and space power as an instrument of national security. The forum's distinguished speakers, seminars and social functions serve to broaden and solidify the participants' understanding of air, space and cyberspace power and national security issues.

COMMANDANT'S LECTURE SERIES (CLS)

The CLS generally includes two types of invited speakers: (1) senior governmental civilian (DoD, DoS, DHS, etc.) and general/flag officers from the US and allied countries; and (2) respected and recognized professionals in industry, media, politics, entertainment and sports. Senior governmental civilian and general/flag officers will engage students on some of the most challenging topics they will face as senior leaders, generally relating to their own current and previous positions and leadership experiences. These speakers will also often include specific discussions about their expectations of new senior leaders. This second category of speakers is designed to broaden students' experiences, exposing them to diversity of thought, and providing additional tools for tackling the complex challenges of their future leadership roles. Speakers may engage the students on topics ranging from motivational stories of inspiration and perseverance to civilian organizational leadership, business success/failure and stories of innovation. CLS engagements may be added throughout the year as speakers' schedules permit, sometimes on short notice. Unless specifically prohibited, AWC spouses are welcome to attend all CLS lectures.

The Associate Dean of Resident Programs (AWC/DEX) will manage the nomination process and coordinate scheduling for the program within the AWC. For the senior governmental civilians and flag officers, AWC/DEX will coordinate with ACSC to establish a mutual list prior to the beginning of the Academic Year. ACSC, in coordination with Spaatz/AWC Protocol, will draft the joint invitations for the Spaatz Commander and Spaatz/AWC Protocol will contact the respective speakers' offices to coordinate the visits or VTCs, as well as coordinate with other schools at AU as required. For the civilian speaker category, AWC/DEX will coordinate with the AWC/CC to establish an invite list for the AWC. Once approved, AWC/CCP will plan and execute the visits, and when appropriate, coordinate with other AU schools.

AIR UNIVERSITY SENIOR OFFICER PERSPECTIVE PROGRAM

Throughout the year, AU schools (Air Command and Staff College, Squadron Officer School, Senior NCO Academy, Air Force First Sergeant Academy, Officer Training School & Civilian Acculturation Leadership Training) provide mentoring opportunities for their students. AWC students/faculty/staff primarily support these programs. The expectation is that each student will participate and support these AU mentoring program.

LANGUAGE FAMILIARIZATION PROGRAM (OPTIONAL)

English as a Second Language, taught by the International Officer School (IOS) for selected international officers only, provides intensive work in the English language. US and international students and dependents may participate in language courses taught by the Defense Language Institute (DLI). These non-credit, non-graded courses are for beginning and advanced skills students. Because these language courses are optional and not graduate-level, they do not count toward the master's degree or AWC graduation requirements.

CURRENT INTELLIGENCE BRIEFINGS (OPTIONAL)

Current intelligence briefs (for faculty and US students with appropriate security clearance) will be given on a periodic basis to keep officers and civilians up-to-date on recent classified intelligence and to help students maintain relevancy as they PCS to their next assignment.

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Chapter 4

Academic Policies and Procedures

POLICIES

ATTENDANCE

Students are expected to attend all activities on the AWC academic schedule unless annotated as optional.

DUTY SCHEDULE

Most AWC activities will be scheduled between 0700 and 1700, Monday through Friday. Special events may require duty outside of the normal academic schedule. Additionally, class-wide social events are typically evening and/or weekend activities. *Since unanticipated changes may require class attendance anytime during normal hours of operation, students should not make plans involving irrevocable family or financial commitments during the hours of 0700 - 1700, Monday through Friday, without prior coordination with their SD.*

Certain days on the academic calendar are designated as “Dean’s Days.” Dean’s Days are set aside for independent study and research to provide additional educational opportunities for students and faculty; these are not “days off,” but are an integral part of the academic calendar. **Unless taken as an approved Student Absence Day (see next chapter, “Student Absence Days”) and as noted above, students must be available for duty should official activities be added to the schedule on one of these days.** The AWC/DEX must approve the scheduling of events on planned Dean’s Days.

ACADEMIC FREEDOM

The AWC subscribes to the AUI 36-2608, *Academic Freedom*, definition of academic freedom:

- Teachers are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
- Teachers are entitled to freedom in the classroom in discussing their subject, but should be careful not to introduce into their teaching controversial matter that has no relation to their subject.
- College and university teachers are citizens, members of a learned profession and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and their institution by their utterances. Hence, they should at all times endeavor to be accurate, should exercise appropriate restraint, should show

respect for the opinions of others and should make every effort to indicate that they are not speaking for the institution.

Academic freedom is the privilege of debate with discretion on any subject related to the AWC curriculum within the college classrooms and auditoriums. Visiting instructors, CLS speakers, faculty and students are encouraged to support or criticize any objective, policy or opinion in the pursuit of knowledge and understanding, but must do so with dignity and respect.

Our guest speakers are candid and frank on issues of importance in which a wide variety of policy makers play a role. Opinions may diverge as policy is made. Consequently, our speakers' candor and personal views must be protected. Refer to AUI 36-2608, *Academic Freedom*, and AUI 36-2609, *Academic Integrity*, located on the AWC K: Drive Index page. While many of our speakers consent to public broadcasting/AWC recording, some speakers (either internal or external to AU) reserve the right to refuse broadcasting/AWC recording. Refer to AUI 36-2305, *Policies on Presenting and Recording Air University Lectures*.

NON-ATTRIBUTION

Presentations constitute an important part of the curriculum. To encourage candid presentations, the AWC offers its assurance that presentations to the AWC will be held in strict confidence. This assurance, based on a policy of non-attribution, is morally binding on all who attend. Without the expressed permission of the speaker, nothing they say will be attributed to them directly or indirectly in the presence of anyone who was not authorized to attend the presentation. This does not preclude discussions of opinions and views expressed by speakers within the AWC academic environment; however, you may not attribute views and opinions to one speaker by name or other identification while questioning the speakers who appear subsequently. If you wish to repeat a speaker's ideas or refer to a previous speaker's remarks or ideas in a paper or study or via social media or web postings, you must obtain the speaker's permission in writing to do so. (Note: this does not prevent the AWC or individuals from noting that an individual or group is either scheduled or did speak at the AWC and the title or main subject of their discussion.) The person who is grading your paper or study must review the speaker's approval before the reference can be included in your paper/study. Refer to AUI 36-2608, *Academic Freedom*, on the AWC K: Drive Index page.

The non-attribution policy does not apply to unreasonably offensive remarks or to what could be readily construed as irresponsible statements. If a student believes a speaker's remarks crossed this line, or believes the remarks were unreasonably offensive, the student should use the chain of command to resolve the complaint.

CITING AND ATTRIBUTING REMARKS BY A LECTURER

Statements, disagreements and other comments made by individuals or groups in the school forum will be safeguarded through proactive use of non-attribution. To repeat a speaker's ideas, refer to him or her as a "previous speaker," but do not disclose the speaker's name or identity. Obtain permission in writing to use a speaker's remarks or ideas in a college paper or study per information provided on page 17 of this handbook. Also see AUI 36-2608.

COPYRIGHTED MATERIAL

Dissemination of copyrighted material is not authorized (i.e., posting material on the internet, selling the material, providing material to a commercial company for use). Making a copy of copyrighted material for personal use is authorized. See Spaatz Center OI 51-1, *Copyrights*, on the Spaatz Center Share Point Publication page.

ACADEMIC INTEGRITY - PROCEDURES FOR HANDLING PLAGIARISM

AUI 36-2609, *Academic Integrity*, defines academic integrity as “uncompromising adherence to a code of ethics, morality, conduct, scholarship and other values related to academic activity.” The policy applies to all AU institutions, faculty, staff and students with provision for criminal or civil sanctions, student disenrollment and/or application of the Uniform Code of Military Justice (UCMJ). Plagiarism, cheating, misrepresentation and unprofessional relationships are key integrity violations represented in AUI 36-2609.

Plagiarism is a serious offense and a legal problem that is not tolerated. Students must cite, in an appropriate manner, sources and/or references used in papers, examinations or speeches. All papers, exams and other written documents must comply with the AU-1, *Air University Style and Author Guide*, when using someone else's work. Quotation marks with an accompanying footnote and bibliography entry will be used when quoting directly, while a footnote and bibliography reference are used to acknowledge a source when paraphrasing ideas or concepts. Oral presentations must acknowledge sources in an equivalent manner.

Occurrences of suspected plagiarism will be handled by faculty members using the following steps. *Confidentiality will be maintained throughout the process; the matter will not be discussed beyond the individuals noted below.*

- If an instructor suspects that he/she may have a case of plagiarism but harbors any doubts, the instructor is encouraged to seek the opinion of other more experienced faculty. *Remind any faculty with whom you consult of the need for strict confidentiality.* Following such consultation, should the instructor still believe that the student's product has been plagiarized, the instructor should consult with the department chair. *At this point, it is still too early to tell the student that a problem exists.*
- Following consultation with the instructor and his/her review of the student's product, the department chair, if he/she believes the product contains possible plagiarism, will immediately notify the Dean of the Air War College (AWC/DE) of the suspected incident and direct the instructor to proceed with following actions:
 - Notify the seminar director to determine if previous incidents exist.
 - Provide the AWC/DE a copy of the product with possible plagiarized passages highlighted. Accompanying this should be a copy of the sources from which the material may have been taken, highlighted and numbered in such a fashion so as to permit an easy cross-reference between the student product and the source documents.

- If the AWC/DE finds the student product to be a potential case of plagiarism, he/she will notify the department chair and instructor of that finding. At the same time, the AWC/DE will inform the AWC/DA and the Commandant of possible plagiarism.
 - The instructor and SD will meet with the student to inform the student that a problem exists with his/her paper or exam.
 - The instructor and SD will inform the student that there is a potential case of plagiarism. The instructor will also inform the student that they will receive an “Incomplete” for the product and that the product has been forwarded to the AWC/DE and the Commandant for further investigation.
 - The SD should ensure the student understands the nature of the possible investigation and if necessary, provide counseling to the student. This discussion should be **informative only** and not intended to start or elicit a discussion with the student about the circumstances or issues involving the case. The student can engage in a conversation if they choose, but if the student voluntarily begins to discuss any wrongdoing then the instructor or SD must stop the conversation immediately and formally read the student their applicable legal rights. The student can continue the discussion as he/she desires at that point. However, in all cases, the SD and instructor must take care to ensure that the student’s legal rights are protected and not seek to elicit or undertake a separate investigation or series of interrogations.
- The AWC/DE will submit a letter for the commandant’s signature appointing an investigating officer. Beyond this point, the newly appointed investigating officer will follow procedures outlined in AUI 36-2315, *Student Disenrollment Procedures*.
- If at any point the student admits to plagiarism, the SD should refer the student to the AWC/DA and notify the AWC/DE who will in turn notify the commandant of the student’s admission. Unless the commandant directs otherwise, the investigation into the matter of plagiarism should cease; any additional action will be at the discretion of the commandant.

Note: The same procedures generally apply for an instance of cheating or misrepresentation, which is also a violation of academic integrity.

CHEATING

The AWC does not tolerate cheating, acts of which include giving or receiving improper assistance such as, but not limited to, gaining unauthorized access to faculty materials that have not been released for student use; copying answers from another’s examination; using texts, notes, issue materials or other references not authorized for examinations or other assigned work; using previously written research papers, briefings or other types of student work normally assigned by the school, provided by former students of the course; knowingly permitting another student to copy one’s writing assignments, speech or briefing materials, or answers from an examination paper; and collaborating with other persons on individual assignments except as specifically authorized by the school.

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 non-resident 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. Submitting previously accomplished work, whether from previous classes or work projects (white papers, research papers, course tests, articles, etc.), or work that is not one's own, for academic credit is a misrepresentation and grounds for dismissal.

Note the below examples:

Strategy [is] the art of distributing and applying military means to fulfill the ends of policy.

– B. H. Liddell Hart, *Strategy*

If you use Liddell Hart's definition of strategy in your text with the intention of leading readers to believe that it is your own, you are guilty of plagiarism. Using another writer's exact wording is permissible only if you identify the passage in your text by enclosing it in quotation marks and including an endnote:

Perhaps strategy is more properly defined as "the art of distributing and applying military means to fulfill the ends of policy."²

You should then credit your source by including a proper citation in your list of notes:

2. B. H. Liddell Hart, *Strategy*, rev. ed. (New York: Frederick Praeger, Inc., 1954), 335.

Similarly, you should identify and credit others' writing that you put in your own words (paraphrase). Paraphrasing, however, is not simply a matter of changing or rearranging a few words here and there; you must recast the passage:

Unacceptable Paraphrase:

Strategy is the art of applying and distributing military means to achieve the objectives of policy.²

Acceptable Paraphrase:

B. H. Liddell Hart envisioned a country's military as an instrument for carrying out national policy. The purpose of strategy, then, is deciding how to use the military toward this end.²

Ideally, you should introduce your paraphrase so the reader has no question about where your own commentary ends and where your paraphrase begins, as is the case in the example above (i.e., mentioning the author's name marks the beginning of the paraphrase, and the endnote number shows where it ends).

All work submitted for a grade at the AWC is to be the product of work done while attending the resident course. Students are encouraged to build upon their previous studies and experiences if there is a topic of special interest to them, but the requirement is that all graded products reflect research and writing done while at the AWC in residence.

SECURITY AND POLICY REVIEW

The AWC must perform a security and policy review upon faculty and student writing prior to publication. AU Instructions 36-2321, *Research and Publication*, 36-2608, *Academic Freedom*, and 14-301, *Security Review of Research Papers, Textbooks and Related Documents*, address the need for, and conduct of, security and policy reviews and apply common principles to the university community. Ultimately, the AU Office of Public Affairs (AU/PA) is responsible for administering these reviews. The purpose of the security review is to prevent unintended disclosure of classified information. The policy review ensures publications that state Air Force and Department of Defense policy do so accurately. It does not preclude criticism of that policy once it has been correctly articulated.

Faculty should submit final drafts of conference papers, articles, book manuscripts or any other material intended for release outside AU, along with a completed 42 ABW/PA Security and Policy Review Worksheet, to the Associate Dean of Resident Programs (AWC/DEX) as soon as possible. The author must note if any of the material is classified, of a sensitive nature or addresses USAF policy. Following AWC/DEX review, the material will be forwarded to AU/PA. AU/PA places its priority on faculty work but longer pieces, especially book manuscripts, may take several weeks to review. To expedite review, authors may highlight portions of the work that clearly reflect U.S. policy or might contain classified material. Most student research will be processed through the Air University Research Information Management System (AURIMS). Submit student work done outside AURIMS to AWC/DER for review.

References:

- AUI 14-301, *Security Review of Research Papers, Textbooks and Related Documents*
- AUI 36-2305, *Policies on Presenting and Recording Air University Lectures*
- AUI 36-2608, *Academic Freedom*
- AUI 36-2609, *Academic Integrity*
- AUI 36-2315, *Student Disenrollment Procedures*
- AUI 36-2321, *Research and Publication*

UNPROFESSIONAL RELATIONSHIPS

AFI 36-2909, *Professional and Unprofessional Relationships*, provides specific guidance related to training and educational situations to include "The integrity and leadership of faculty and staff in all formal training and PME settings must not be compromised by personal relationships with trainees or students."

GRADUATION REQUIREMENTS AND EVALUATION PROCESURES

For designated courses or programs, students receive letter grades in each evaluated area. US students and IFs admitted to the degree program must complete the resident program with an overall grade point average of at least 3.00 on a 4.00 scale, achieve a grade of "C" or higher in each course and demonstrate fully satisfactory participation in other scheduled AWC programs to include the Global Challenge Wargame, National Security Forum and Commandant's Lecture Series.

All US students who have earned a bachelor's degree are enrolled in the master's degree program. IFs may apply to the Air University Registrar for admittance into the master's degree program following the detailed procedures outlined in AU Instruction 36-2323, *Air University Master's Degree Admissions*, (available on the K: drive index). The suspenses outlined in AUI 36-2323 and briefed during International Officer School orientation are non-negotiable. Final admission decisions are determined 1 October and announced to the affected students shortly thereafter. No IFs will be considered for admission to the master's program after that date. IFs may not opt out of the degree program after admission. IFs who are not admitted to the master's degree program will, upon graduation, receive the AWC Resident Diploma but will not be awarded the master's degree.

IFs receiving the diploma participate in core and elective courses, Global Challenge Wargame, National Security Forum and the Commandant's Lecture Series. IFs earning the diploma may enroll in the research course. Core courses completed for the IF diploma are graded on a Pass/Fail basis; elective courses are taken in an audit status. IFs auditing electives must attend all scheduled classes, complete reading assignments and participate in class discussions, but will not receive grades and are not required to complete written deliverables. Students in audit status will not earn quality points, academic credit nor have a computed summative GPA. Transcripts will note courses taken in audit status.

STUDENT FEEDBACK

The purpose of feedback is to improve student performance. In its most effective form, it provides constructive advice, direction and guidance to students in their efforts to raise their performance levels. It is a communication medium in the sense that the instructor can review course standards with the students and provide feedback on their performance in relation to these standards." (AFMAN 36-2236, *Guidebook for Air Force Instructors*)

Students at the AWC should receive feedback on their performance at various times during the year. AWC faculty assigned to teaching teams will conduct academic and professional counseling to ensure the students' professional and academic needs are met. Seminar directors, academic advisors and other faculty on the teaching team have specific counseling responsibilities throughout the year.

The SD has overall responsibility for the success of their seminar's student counseling. SDs are the primary point of contact for ensuring counseling requirements are accomplished IAW AWCH 36-1, Air War College Student Feedback and Evaluation Handbook.

- SDs conduct counseling sessions with each member of the seminar. An initial counseling session during the first 2 weeks of the academic year sets up each student's academic plan based on student academic goals and research and elective interests; the second session prior to the mid-year holiday break allows for the SD and student to discuss the first half of the year and any issues that may exist BEFORE the student goes away on break; the final session at the end of year provides an opportunity for feedback on anything that occurred throughout the year, as well as mentoring for the next assignment and beyond. SDs document counseling using the SDCOUNSEL.doc form accessible through the K:\Index.

- SDs ensure all counseling documentation (SD, academic advisor or instructor) is maintained in the student's folder and the date documented in AU Student Record Information System (AUSRIS).
- A PhD faculty member on each teaching team is the academic advisor (AA) for the students assigned to that seminar. The AA is critical to a successful student academic plan. The AA must be engaged and understand each assigned student's goals for the academic year and is responsible for assisting the students in elective and research selection. AAs document counseling sessions using the AACOUNSEL.doc form and enter comments in AUSRIS.

Each course instructor (CI) is expected to counsel a student as soon as it is determined the student's performance is sub-standard to allow the student enough time to correct the identified deficiency.

- Instructors should discuss performance expectations with students early in courses and counsel students whose performance falls below acceptable levels.
- Such discussions of poor performance include evidence of unmet expectations and necessary corrective measures. Instructors document counseling sessions using the CICOUNSEL.doc form.

SDs, CIs and AAs will document counseling sessions using documents accessible through K:\Index "Grade Sheets and Grade Calculators."

GRADING GUIDANCE

Student evaluations provide an integral means to assess student performance and mastery of course material. The overall grade definitions provided in Section 1 below address the broad, general standards expected for performance along the grading continuum and for Pass/Fail grading. Section 2 identifies general grading guidance for written work, oral presentations and seminar contribution. There are also distinct rubrics for writing, speaking and contribution, available through K: Drive\Grade Sheets and Grade Calculators, or shown in Appendix K. In addition, departments develop grading rationales for specific examinations and exercises to ensure proper outcome measurement for those assessments. For GPA and grade calculation formulas, see Appendix L.

Section 1 - Overall Grade Definitions

- A** Demonstrates the highest level of understanding and a superb mastery of learning outcomes to include a thorough knowledge of concepts/techniques and exceptional ability to synthesize those concepts/techniques. Substantially exceeds the stated requirements of an assignment or course by contributing new or unique ideas, perspectives or techniques.
- A-** Demonstrates a high level of understanding and mastery of learning outcomes to include higher level knowledge of concepts/techniques and ability to synthesize those concepts/techniques. Exceeds the stated requirements of an assignment or course.

B+/B Demonstrates an understanding of all concepts/techniques, denoting mastery of learning outcomes and ability to apply acquired knowledge to satisfy assignment or course requirements.

B-/C+/C Demonstrates some understanding of concepts/techniques expected from learning outcomes, but is unable to adequately apply acquired knowledge to satisfy assignment or course requirements.

C-/D/F Demonstrates little to no understanding of concepts/techniques required to satisfy assignment or course requirements.

PASS/FAIL

Pass: Performance at this level illustrates understanding of concepts or techniques expected from learning outcomes and generally satisfies the assignment or course requirements.

Fail: Performance at this level illustrates little to no understanding of concepts/techniques required to satisfy assignment or course requirements.

Note: Violations of Academic Integrity incur an automatic assignment of "F" or "Fail" on applicable deliverables.

Section 2 – Grading Standards for Written Work, Oral Presentations and Seminar Contribution

WRITING

A Quality of content, organization, clarity and structure and support of assertions far exceeds standards. Covers major and minor points. Outstanding and substantive analysis and application of course concepts. Original and innovative if required by the assignment. Publishable quality.

A- Well above average paper--logical, accurate, well supported and documented and complete; publishable with minor editing. Analysis and application of concepts well above standards.

B+/B Completes requirements of tasking--provides complete analysis and application of concepts with some supporting detail.

B-/C+/C Below fully satisfactory. Partial or incomplete compliance with tasking. Faulty support and/or documentation.

C-/D/F Serious misconceptions and/or gaps in information and supporting evidence. Inappropriate subject--fails to answer the tasking. Improper, incorrect or missing documentation.

ORAL PRESENTATIONS

- A** Content and delivery outstanding--engages audience/seminar throughout presentation. Poised, professional and articulate. Well focused, credible, coherent and logical.
- A-** Content and delivery exceed the standard. Sound logic and support. The presentation is well integrated from start to finish.
- B+/B** Content and delivery adequate in all respects. Content is relevant, organized logically and properly supported. When needed, uses audiovisual aids effectively. Demonstrates adequate delivery skills such as effective eye contact, gestures and movements which support intended emphasis and speech patterns understandable to the audience.
- B-/C+/C** Content or delivery has flaws in logic, support, organization or style that detract substantially from the thrust of the message. Poor eye contact, inappropriate gestures or speech patterns degrade communication of the message. Ineffective use of audiovisuals.
- C-/D/F** Content devoid of logic, clarity or substance. Delivery unbecoming, unenthusiastic or distracting. Failure to address the issues. Inappropriate or unprofessional treatment of the subject. Inappropriate use of audiovisuals.

SEMINAR CONTRIBUTION

- A** Clearly head and shoulders above the norm--very best in professional contributions to seminar activities--focused, well supported and persuasive. Comments indicate thoughtful and critical understanding of the assigned readings and synthesis of seminar discussion. Strong positive attitude and influence. Involves others on a consistent basis.
- A-** Key contributor in seminar activities--always prepared. Contributions are germane to the topic and conclusions are logical. Positive attitude. Involves others occasionally.
- B+/B** Motivated--contributions are good (focus on quality, not quantity)--always interested. Supports seminar activities.
- B-/C+/C** Passive. Motivation lacking, unresponsive, low interest. Infrequent support of seminar activities.
- C-/D/F** Counterproductive in seminar activities--little or no interest--poor influence and bad attitude. Unprepared or disruptive.

EXAMINATIONS

For each core course examination, the course director writes an exam rationale, which includes specific guidance for assigning letter grades.

EXERCISES

For each exercise, the course director provides criteria to use as a guide in assigning grades. A single, cumulative grade is assigned using those criteria.

GRADE APPEAL POLICY AND PROCESS

The purpose of the grade appeal policy is to provide the student with a safeguard against receiving an unfair grade, while respecting the academic responsibility of the instructor. This policy recognizes that:

- Every student has a right to receive a grade assigned upon a fair and unprejudiced evaluation based on a method that is neither arbitrary nor capricious;
- Instructors have the right to assign a grade based on the department approved method that is professionally acceptable, submitted in writing to all students and applied equally; and
- Instructors have the responsibility to provide careful evaluation and timely assignment of appropriate grades. Course and project grading methods should be explained to students at the beginning of the course. AWC asserts that the judgment of the instructor of record is authoritative and the final grades assigned are correct.

A grade appeal shall be confined to charges of unfair action toward an individual student and may not involve a challenge of an instructor's grading standard. A student has a right to expect thoughtful and clearly defined approaches to course and project grading, but it must be recognized that individual approaches to grading are valid. The grade appeal process considers whether a grade was determined in a fair and appropriate manner; it does not attempt to grade or re-grade individual assignments or projects. It is incumbent on the student to substantiate the claim that his or her grade represents unfair treatment, compared to the standard applied to other students. In the absence of compelling reasons, such as clerical error, prejudice or capriciousness, the grade assigned by the instructor of record is considered to be final.

In a grade appeal, only arbitrariness, prejudice and/or error will be considered as legitimate grounds for an appeal.

- **Arbitrariness:** The grade awarded represents such a substantial departure from accepted academic norms as to demonstrate that the instructor did not actually exercise professional judgment.
- **Prejudice:** The grade awarded was motivated by ill will and is not indicative of the student's academic performance.
- **Error:** The instructor made a mistake in fact that must be justified with referenced material by the student. A student's interpretation of fact does not justify an appeal.

This grade appeal process applies only when a student initiates a grade appeal and not when the instructor decides to change a grade on his or her own initiative. This process does not cover instances in which students have been assigned grades based on academic dishonesty or academic misconduct.

The grade appeal process strives to resolve a disagreement between student and instructor concerning the assignment of a grade in a collegial manner. The intent is to provide a mechanism for the informal discussion of differences of opinion and for the formal adjudication by faculty only when necessary. In all instances, students who believe that an inappropriate grade has been assigned must first seek to resolve the matter informally with the instructor of record. If the matter cannot be resolved informally, the student must present his or her case in a timely fashion in the process outlined below. Under normal circumstances, the grade appeal request must be made in writing to the Department Chair for a core course and AWC/DER for an elective or research within 5 duty days of grade notification. An exception to this is when appeals are for the final graded events of the year, such as the Global Security exam, which must be appealed immediately to accommodate the graduation timeline.

Student Grade Appeal Process

- **STEP ONE:** A student who wishes to question a grade must discuss the matter first with the instructor of record as soon as possible. In most cases, the discussion between the student and the instructor should suffice and the matter will not need to be carried further. The student should be aware that the only valid basis for grade appeal beyond Step One is to establish that an instructor assigned a grade that was arbitrary, prejudiced or in error.
- **STEP TWO:** If the student's concerns remain unresolved after the discussion with the instructor, the student may submit a **written** request to the appropriate Department Chair for a core course and AWC/DER for an elective course or research, within 5 duty days of grade notification. The appropriate Department Chair and Director of Research and Electives, as applicable, will meet with the student, and, if he or she believes that the complaint may have merit, with the instructor. After consultation with the Department Chair, the instructor may choose to change the grade or let it remain. The Department Chair will communicate the result of these discussions **in writing** within 5 days of the initial appeal request to the student and submit a copy to the Associate Dean of Resident Programs (AWC/DEX).
- **STEP THREE:** If the matter remains unresolved after Step Two, the student should submit a **written** request within 1 duty day of receipt of the Department Chair's or Director of Research and Electives written response to the AWC/DEX to request an ad hoc Faculty Committee for Appeal of a Grade. The AWC/DEX will meet with the student and select the members of the ad hoc committee. The AWC/DEX will convene the ad hoc committee and serve as its non-voting chair. The ad hoc committee for appeal of a grade will be composed of three faculty members chosen in the instructor's department or in closely allied fields. Appointees to the ad hoc committee must not have any apparent conflicts of interest with either the instructor of record or the student seeking grade appeal (which might include but are not limited to frequent co-advising or research collaboration). The committee would examine available written information on the dispute, be available for meetings with the student and with the instructor and

meet with others as it sees fit.

Through its inquiries and deliberations, the ad hoc committee is charged to determine either the grade was assigned in a fair and appropriate manner or clear and convincing evidence of unfair treatment such as arbitrariness, prejudice and/or error exists which might justify changing the grade. The committee may request other graded tests from the instructor to assess the grading consistency of the instructor. The ad hoc committee will make its decisions based on a majority vote. If the committee concludes that the grade was assigned in a fair and appropriate manner, the ad hoc committee will report its conclusion in writing to the student and instructor and the matter will be considered closed. If the ad hoc faculty committee determines that compelling reasons exist for changing the grade, it would request the instructor to make the change and provide the instructor with a written explanation of its reasons. Should the instructor decline, he or she must provide a written explanation for refusing.

If after considering the instructor's explanation for not changing the grade, the ad hoc committee still concludes that it would be unjust to allow the original grade to stand, the committee will determine what grade is to be assigned. The new grade may be higher than, the same as, or lower than the original grade. Having made this determination, the three members of the committee will submit the recommended grade in writing to AWC/DEX. The AWC/DEX and ad hoc committee will then brief the AWC/DE of their findings for approval. Under no circumstances may persons other than the original faculty member or the AWC/DE change a grade. The instructor and student will be advised of the new grade and the matter will be closed. If after considering the instructor's explanation for not changing the grade, the ad hoc committee determines that the instructor's written explanation justifies the original grade, the committee will report this in writing to the student and instructor and the matter will be closed.

PROBATION

Students with an initial deliverable grade below "B" in either of the first two core courses, a final course grade below "B" or a cumulative GPA below 3.0 during the year, will be placed on academic probation. Students on academic probation may not graduate and *Student Disenrollment Procedures* (AUI 36-2315) may apply. The Dean, through the Director of Student Operations and the student's Seminar Director (SD) will notify students on academic probation of their status. The Dean will submit the names of any student on academic probation to the AWC Commandant.

Students whose professional performance falls below established standards may also be placed on non-academic probation. Students on non-academic probation may be removed from the program at the discretion of the AWC Commandant.

Anytime a student is placed on probation, counseling documentation will be accomplished and maintained by the Seminar Director, as well as recorded in AUSRIS. The Director of Student Operations and the Dean will ensure that the student is provided appropriate assistance from the AWC faculty, staff and outside agencies if the situation requires. Students will be removed from probation upon demonstration that the reasons for placement on probation no longer exist.

Assignment Due Dates. Assignments must be provided to instructors in accordance with due dates assigned. If an emergency or other unanticipated personal situation arises that prevents meeting deadlines, the student must notify the instructor(s) to determine an alternate due date for the assignment(s) for a grade without penalty. If an assignment deadline is missed without cause or notification as stated above, the instructor/advisor may then employ grade reduction penalties.

Academic Record. AWC attendance generates a permanent academic record for each student. This permanent record or transcript is maintained by the AU Registrar. The registrar will normally distribute transcripts to students prior to graduation. If a grade on the transcript appears to be incorrect, students use a Grade Change Request available from AWC/DEX to correct the transcript. After departure from AU, graduates who need another official transcript may submit a request in writing to the AU Registrar.

GRADUATION REQUIREMENTS AND RECOGNITION FOR EXCELLENCE

AWC graduates qualify for one of the following:

Air War College Diploma—awarded to a student successfully completing all aspects of the AWC program, but not enrolled in the master’s degree program.

Air War College Master of Strategic Studies—awarded to a student enrolled in the master’s degree program who successfully completes all aspects of the AWC program and the master’s program with a cumulative GPA of at least 3.0.

- a. A student with a cumulative GPA of at least 3.85 will earn “Academic Distinction.”
- b. A student with a cumulative GPA of at least 3.95 will earn “Highest Academic Distinction.”

STUDENT CURRICULUM EVALUATION PROGRAM

Students are responsible to provide clear, constructive and actionable feedback on how well the academic materials and presentations support student learning. Evaluations are made during and following each core course and at the end of the academic year. Special events and field studies are evaluated as required. Surveys are conducted through a web-based survey system. The Spaatz Center’s Program Evaluation Office uses surveys to assess the quality, quantity and suitability of curriculum.

Constructive Feedback from Participants. Per AFI 38-501AUSUP, *Air Force Survey Program*, and standard survey practice, AWC surveys are voluntary to encourage an environment of candid, honest and constructive feedback. It is expected that all members will participate when requested unless an absence or technical difficulty arises to prevent participation. Comments are encouraged and are extremely valuable for interpreting quantitative data when provided in a professional manner.

Chapter 5

AWC Administrative Policies and Procedures

JONES AUDITORIUM PROCEDURES

ENTRY AND EXIT PROCEDURES FOR UNCLASSIFIED PRESENTATIONS

Jones Auditorium entry for unclassified sessions is through the main lobby doors. Books, notebooks, writing supplies, backpacks, etc., are permitted, but recording devices (or using a recording app) are prohibited. Ensure all cell phones brought into the auditorium are in silent/vibrate mode. Individuals exit the auditorium by the front or rear doors after the speaker, distinguished guests and host officer have departed the facility.

LATE ENTRY AND EXIT

Individuals arriving after the front doors are closed will be required to view the presentation from the observation room by entering back door of Jones (access from the faculty parking lot). You must use your CAC card to gain entry. These doors are only enabled for CAC entry 15 prior to and 20 minutes after the start of the lecture. The back door to Jones will be locked with no access during increased force protection conditions Bravo-Delta and during classified briefs. At times of no access, unclassified presentations can be viewed in room 2016 (The Third Cup) via closed circuit TV or from each student's computer via VBrick StreamPlayer.

ENTRY AND EXIT FOR CLASSIFIED PRESENTATIONS

AWC Security Office personnel will control entry for all classified sessions. Entry and exit are permitted only through the front doors (to and from the Jones Auditorium Foyer). Late entry is NOT permitted through any door for classified presentations. Once the doors are closed, indicating the session has begun, no one may enter or exit unless the session has been concluded, paused for intermission or there is a bona fide emergency. Exiting Jones Auditorium at the conclusion of classified sessions is only permitted through the front doors and into the Jones Auditorium Foyer.

In accordance with emission security guidelines, no electronic devices are permitted inside Jones Auditorium during classified presentations. In addition, note taking materials are prohibited.

BELLS AND LIGHTS

Bells identify the start of presentations in Jones Auditorium. Two short rings give a 5-minute warning. One long ring indicates individuals have 1 minute to be in their seats. When the auditorium lights flash, all personnel will rise and remain standing until instructed to be seated.

Of note, 3 short bells followed by 3 short bells, followed by 3 more short bells indicates that personnel should take cover immediately under the Active Shooter scenario.

SEATING

The first two rows of seats of the center section will be reserved for the speaker(s), distinguished visitors, host officer, AU Commander and other AU distinguished visitors, the AWC Commandant, faculty and staff. Students will sit in the rows assigned to their respective seminars (see Appendix A). Additionally, spouses may attend unclassified lectures as designated on the schedule and may sit with their spouse. Guests other than spouses of faculty/staff and students require the written permission of the Associate Dean of Resident Programs to attend. Visitors, including spouses of faculty/staff and students, must be escorted by their host or sponsor at all times while inside the auditorium. Children under 14 years old are not permitted in academic lectures.

QUESTION AND ANSWER (Q & A) SESSIONS

It is your personal responsibility to sustain an inquiring environment in Jones Auditorium by asking guest speakers penetrating questions following their presentations. This is your opportunity to clarify information presented during the lecture or to obtain the guest speaker's opinion and thoughts on topics related to his/her presentation or current duty position.

Microphones must be used to ask questions. This ensures everyone in the auditorium and the booth can hear the question. More importantly, most of the unclassified sessions are videotaped. If a microphone isn't used, the question will not be audible and cannot be recorded on the video tape.

The speaker and/or faculty moderator will preside over Q & A periods and ask for questions from the audience. When designated by the moderator, the individual will stand and identify himself/herself with rank (if military), name, (and country if International Fellow) and job specialty (examples: "Lt Col Bob Smith, Air Force Weather" or "Col Juan Garcia, Pilot from Mexico"). It is not necessary to identify yourself by seminar number.

Microphones in Jones are highly directional and should be held relatively close to the mouth when speaking. The seat microphones are "push-to-talk" and the button should be held firmly to preclude a "short" or intermittent contact. The microphones can get hung-up on the mounting clips, so take the microphone in your hand and be ready to ask your question before raising your hand to be recognized. Be careful not to push the talk button before you are called. If there is a problem with a microphone, do not return the microphone to the clip; drape the cord over the front of a chair so the Multimedia Services personnel can perform maintenance after the presentation.

Avoid questions with long preambles, asking multiple questions at once, embarrassing the speaker or questions that solicit a simple "yes" or "no" response. Probe and disagree as appropriate, but don't be argumentative or rude.

PROCEDURES FOR INTRODUCING AND THANKING GUEST SPEAKERS IN JONES AUDITORIUM

AWC students will introduce Commandant's Lecture Series (CLS) and most National Security Forum (NSF) guest speakers in strict compliance with the Guidance for Introducing DVs and Guest Lecturers instructions at Appendix J. Volunteers are normally chosen from seminars in a cascading manner (i.e., first speaker - Seminar 1, second speaker - Seminar 2...). Additionally,

the AWC will periodically ask for student volunteers to introduce academic instruction speakers. Upon designation, refer to Appendix J for detailed procedures on introducing and thanking guest speakers. Also, notify AWC Protocol if you have any prior association with the speaker (e-mail correspondence is acceptable). All introducers need to be identified to AWC/CCP NLT 72 hours prior.

CLASS COIN PRESENTATIONS TO NON-AWC GUEST SPEAKERS

AWC faculty members will introduce guest speakers who are invited to lecture as part of the course curriculum and moderate Question & Answer session, if needed. However, students will also be asked to thank these non-AWC speakers by presenting a class coin at the conclusion of the lecture's Question and Answer session. Please refer to Appendix J for detailed procedures on thanking non-AWC guest speakers.

For VTC presentations, the AWC faculty member will get a class coin from AWC/DA or the Class President and mail it to the speaker's staff for a virtual presentation (meaning the AWC student thanks the speaker and presents a virtual coin while the speaker's staff member gives the actual coin to the briefer).

The Class President or Vice President will send a weekly update to AWC/DA and AWC/CCP of students who will be introducing and thanking non-AWC speakers.

BLACKOUT DAYS, SICK CALL AND STUDENT ABSENCES

Realizing that attending lectures and participating in seminar are at the heart of learning, our schedule has intentionally been developed to include built-in non-class days, and on most days, "early" completion of scheduled academics events to allow you to accommodate routine appointments. Reference the "Duty Hours" section in Chapter 4. Students should not expect or plan to miss any class or AWC curriculum event for household goods delivery or pick-up. Students should schedule routine appointments (to include non-emergency medical appointments) so they do not conflict with scheduled AWC activities. When conflicts arise, the Seminar Director (SD) may ask you to reschedule the appointment. If you must miss a class, pre-coordinate with the course instructor and seek approval from your SD via e-mail (Student and SD must keep an e-file copy of the e-mail for record). See Appendix B for template.

Students who miss 6 consecutive weeks of class will be evaluated to determine their ability to continue in the program.

BLACKOUT DAYS

Students will not be authorized any absences, ordinary leaves or permissive TDY during the following "blackout" days: academic preparation days, the first day of a core course, all balloting days, class photo days, in-class exam days, the Commandant's 'Duel of Schools' days, any course exercises/graded events (Vietnam exercise, Global Challenge Exercise, Negotiation Exercise, etc.), scheduled RCS travel, NSF week, AWC Graduation, out-processing day, and others as directed by AWC leadership. In addition, **students are not authorized absences on the day before and after the Thanksgiving holiday, Winter Break or House Hunting Days.** In extreme circumstances, exceptions may be granted only through an Exception to Policy approved by the Vice Commandant, coordinated through the SD, Director of Student Operations and the Dean.

SICK CALL

Students should make every effort to de-conflict medical appointments with their class schedule. In the event that an individual is too sick to attend class, the student should call their SD. The SD will ensure that all the affected instructors are notified of the student absence. It is NOT necessary to get a 'quarters' slip unless the SD or instructor requests it. For example, it is NOT necessary or desirable to go to the clinic for ordinary flu-like illnesses. All AWC students are assigned to either the Trainee Health Clinic or Flight Medicine Clinic, depending on flight status. Students who need to be seen by a provider for an acute illness should use the following procedures, depending on which clinic they are assigned to:

Trainee Health Clinic: For personnel NOT on flying status. Walk-in sick-call at Trainee Health Clinic is available from 0700-0745 if needed. Routine appointments can be booked via the appointment line at 334-953-3368 or TRICARE on-line at www.tricareonline.com.

Flight Medicine Clinic: Flight Medicine has morning walk-in Sick Call for rated Active Duty members. Sign-in is from 0700-0745, Monday through Friday.

Family Health Clinic: Active duty family members enrolled in the Family Health Clinic may obtain an acute (urgent care requiring patient to be seen within 24 hours) or routine (care within 7 days) appointment by calling the appointment line at 334-953-3368 between 0700-1600 hours during normal duty days. If no appointment is available, the triage nurse determines the severity of the condition and the necessity for a referral for civilian medical care. Students having difficulty getting seen within 24 hours for an acute condition should contact the clinic 42 MDG Patient Advocate at 334-953-7529. It is also possible to schedule an appointment online outside the aforementioned duty hours at www.tricareonline.com. TRICARE online can be used any time for Family Health, Pediatrics or Women's Health, but not for Flight Medicine. Most of the same-day appointments open up 24 hours before the appointment time; thus if the patient looks on TRICARE online before the appointment line opens at 0700, they are a lot more likely to find something.

STUDENT ABSENCE DAYS

The one exception to the attendance policy during the school year is for Student Absence Days. Students may request one student absence day before the end of the calendar year and one student absence day after the start of the new calendar year. A student absence day is meant for special events (e.g., officiate a retirement/promotion ceremony, attend a wedding, commissioning ceremony or basic military training graduation, etc.). It is not to be confused with a Personal Day and, if not used in the fall, it does not carry over to the spring. A student absence day will be chargeable leave, PTDY or TDY. In addition, if a student absence day is taken in conjunction with a weekend, the appropriate number of leave days will be taken IAW AFI-36-3003, sister service or civilian regulations as applicable. PTDY or TDY (funded by an outside organization) is also allowed for a student absence day to allow for students to attend conferences, etc. This policy is intended to provide some flexibility to students in exchange for ensuring students prioritize their available time-off. **Student absence days may not be taken on "blackout days" without an exception to policy approved by the Vice Commandant and must be pre-coordinated at least one week in advance with the appropriate course instructor and approved by the SD via email (Student and SD must keep an e-file copy of the e-mail for record).** See Appendix B for template.

Approval of an absence day does not relieve the student of any academic work required for that day. All academic work required on an absence day must be accomplished in advance. Additionally, students on academic probation are not eligible for this program. **The SD is the final approval authority for all Student Absence Days (not on a Blackout Day).** Any other absence requires an Exception to Policy.

PASSES AND LEAVE

PASSES

No leave is required for individuals who depart the local area for weekends and holidays after duty on the day prior to the weekend/holiday and who return by 0700 on the first duty day after the weekend/holiday--this is considered to be a regular pass IAW AFI 36-3003.

There are no restrictions to distances individuals may travel on regular passes. Everyone is expected to apply the principles of personal risk management when planning their travel itineraries. Students and faculty will share travel plans with their SDs and Department Chairs, respectively. Since AWC activities may not end until 1700 and the schedule can change to accommodate the availability of CLS speakers, students should not make irrevocable commitments (i.e., airline reservations) to depart AWC prior to 1700. Faculty departing the local area will leave a contact phone number with their Department Chair. Students departing the local area will sign out on the Leave_Pass Tracker in the U:\Seminar drive and include a destination address, contact phone number and inclusive dates in the event an emergency requires contact.

ORDINARY LEAVE

Faculty and staff should schedule leave, PTDY and terminal leave when there is no impact to mission accomplishment.

Faculty and students may take unrestricted leave during the winter break at the end of December and beginning of January. Leave is required during the winter break if faculty or students depart the local area. Leave must always start and end in the local area. **DO NOT MAKE TRAVEL COMMITMENTS FOR ACADEMIC DAYS PRIOR TO WINTER BREAK.**

For students, normally ordinary leave is only permitted during Thanksgiving break, winter break, House Hunting Days (if PTDY is not applicable) and for student absence days. All leave will be taken IAW AFI 36-3003 or applicable service/civilian regulations. **SDs approve student ordinary leave.**

Any leave request that falls outside of the Thanksgiving break, winter break, House Hunting Days and use of a student absence day requires an exception to policy (ETP). To request an ETP, students follow guidance in Appendix B (Leave/TDY, Miss Class Request) by first coordinating with their CI and SD. The SD will electronically route student request to AWC/DA. AWC/DA will in turn route to AWC/CV for final approval. For ETP requests that involve an academic deliverable or graded event, AWC/DA will route through AWC/DE to AWC/CV for final approval.

The processing of ordinary leave varies by category of student (see Student Leave & TDY

Matrix below).

CONVALESCENT LEAVE

If a military member is placed in convalescent leave status, it is his/her responsibility to ensure the convalescent leave paperwork is processed IAW the Student Leave & TDY Matrix below. The student should work with his/her Primary Care Provider at the 42d Medical Group to obtain the appropriate approvals (NOTE: an off-base care provider is not authorized to approve convalescent leave paperwork). **The AWC/DA approves student convalescent leave. The AWC/CV approves faculty and staff convalescent leave.**

EMERGENCY LEAVE

Emergency leave is chargeable leave granted for personal or family emergencies involving immediate family including member's spouse and member's or spouse's parents, children, siblings, sole surviving blood relative and *in-loco parentis* person. Emergency leave may be taken at any time and may be granted based on an individual's request/justification alone at the approving authority's discretion (American Red Cross verification is no longer required by Air Force Instruction).

Students requiring emergency leave will notify their SD and relay the following: nature of emergency, emergency leave address, emergency leave phone number and estimated number of days needed. If time does not permit processing, then students will coordinate with the SD or AWC/DA to proceed on emergency leave with a verbal approval while the paperwork is processed.

SDs approve student emergency leave and notify AWC/DA via email. The processing of emergency leave varies by category of student (see Student Leave & TDY Matrix below).

Faculty/staff members requiring emergency leave should contact their supervisor. Faculty/staff members may depart on approved emergency leave without a processed leave form if the situation warrants. In this case, permission will be granted by the Department Chair/Director. For sister service/reserve members, supervisors contact their service or reserve advisor for leave processing. For civilians, ensure timecards are annotated or OPM Form 71 is processed.

ADVANCE LEAVE

Advance leave is leave granted based on a reasonable expectation that a member will accrue leave during the remaining period of active military service. The purpose of advance leave is to enable members to resolve emergencies or urgent personal situations when they have limited or no accrued leave. Advance leave is not authorized if the member has a pending administrative or punitive action and/or in conjunction with excess leave.

The processing of advance leave varies by category of student (see AWC Leave & TDY Matrix below).

TERMINAL LEAVE PROCEDURES

For Air Force military faculty/staff, the Commandant or the Commandant's designated representative signs faculty and staff PTDY and terminal leave requests. For sister service

military personnel, once the Commandant or Dean concurs with their proposed PTDY/Terminal Leave proposals, the member processes their paperwork through their normal service channels.

INTERNATIONAL STUDENT LEAVE

Leave must be authorized on the Invitational Travel Orders (ITO). Once leave is authorized by the SD, International Fellows (IF) must request approval through International Officer School (IOS) and then contact the military attaché at their embassy for approval to depart. The attaché must FAX or email leave approval to the International Military Student Officer (IMSO). IOS will notify the AWC/DA, the SD and the IF that the appropriate authority in the IF's country has granted permission to depart.

IFs must obtain approval in writing from their military attaché to travel outside of the United States. Before leaving the US for any reason, the IF must ensure his/her passport and visa will not expire during the travel.

INTERNATIONAL STUDENT HOLIDAYS

AWC/DA is the approval authority for all requests from IF students to be absent from class to celebrate a sovereign national holiday. Academic progress will be the deciding factor for each request. All requests will be considered case-by-case, due to student academic circumstances and differing sovereign government direction. IFs seeking absence from class to observe a national holiday will email course instructors, SD and AWC/DA.

IAW AFI 16-105, IFs may not be absent for more than two of their country's religious or national holidays in one calendar year, and only for those holidays negotiated by their respective governments. Some partner nations may not authorize any holidays for their IF students beyond the normal US holidays. If AWC/DA approves an IF student absence for a sovereign holiday occurring on Saturday, it will be observed on Friday. Those absences approved and occurring on Sunday will be observed on Monday.

FACULTY AND STUDENT TEMPORARY DUTY (TDY) TRAVEL

TEMPORARY DUTY TRAVEL

For faculty and staff, temporary duty for the purpose of professional development is funded and coordinated through each center director or department chair. Funding for professional development TDYs is limited and is the responsibility of department chairs/center directors to allocate.

Students requesting approval for AWC-sponsored elective or research TDY travel must coordinate via email with the instructor of missed courses and gain approval from their SD. The AWC will not fund research TDYs; however, students may accept a fund cite from another organization. After approval, most students will use the Defense Travel System (DTS) to enter the TDY order.

Students approved for foreign travel TDYs are responsible for acquiring necessary passports, visas, orders and Foreign Clearance Guide country/theater/special clearance request messages IAW specified lead times. TDYs requiring classified access at the TDY location must be coordinated with the security office well in advance to ensure accurate, complete information is provided to properly transmit clearance information (see Chapter 6, security section, and AWCI

31-1).

Due to very limited funds for elective field trips, instructors may opt to offer a cost-restricted elective field trip in TDY status. Elective instructors must coordinate with respective Department Chairs or centers to determine if funds are available for travel. The field trip will be optional if there are non-reimbursed expenses. In addition, elective field trips must be included in the syllabus submitted to AWC/DER. Elective instructors complete and email the Accountability Memorandum for Travel to AWC/Student Ops. Instructors must ensure students receive permission from their SDs and other instructors (Core/Elective) for courses they will miss during their absence.

Military conferences, conventions, follow-on assignment training or meetings that are not specifically part of the AWC curriculum will generally not be approved when attendance requires that students miss academic periods. A student absence day may be used for this purpose if it does not fall on a blackout day. Job interviews for follow-on assignments will be worked on a case-by-case basis and require a written invitation from the requesting organization. There are no AWC funds available for travel expenses for assignment job interviews.

PERMISSIVE TEMPORARY DUTY (PTDY)

PTDY is an authorized absence limited to reasons previously approved by regulatory guidance (for AF faculty/students, see AFI 36-3003, Sec F and Table 7). There is no provision for student travel as PTDY for classes or research in AFI 36-3003. PTDY for students can be used during specified house hunting days and for other reasons such as adoption or paternity time (taken over holiday break or long weekend using a student absence day), if desired.

House Hunting: PTDY for house hunting is only for those who intend to live off base at the next duty station. The Commandant will normally designate one period (including a weekend) in the spring for house hunting (see the Clear Skies long range calendar for planning purposes). This is the only pre-designated opportunity on the schedule during the school year. Students in the JLASS elective will be afforded their opportunity for house hunting during a 5-day window at the end of the warfighting course. GSS students need to coordinate their opportunity with the course director as the schedule permits. Prior to submitting a PTDY request for the purposes of house hunting, the student must have written notice (game plan, vMPF notification) of their assignment and not be moving into base housing.

AWC/DA is the approval authority for student PTDYs. AWC/CV is the approval authority for faculty PTDYs.

The processing of PTDY varies by category of student (see Student Leave & TDY Matrix below).

OCONUS TRAVEL (Official and leave status)

With the exception of AWC RCS travel, which will meet all requirements via a different process, the Spaatz Center OCONUS Travel Memorandum should be used for every instance of OCONUS travel for faculty/staff/students, regardless of the purpose of travel (official travel or leave status). This requirement is the responsibility of every individual and approving supervisor (DTS, LeaveWeb, ATAAPS, etc.).

For official travel, the memorandum must be uploaded into DTS prior to submitting to the Spaatz/FM office. For Air Force personnel, the memorandum must be uploaded in LeaveWeb before a leave number will be assigned. For civilians and their supervisors, comments must be made in ATAAPS referencing the completed travel memorandum is on file in their 6-part folder (until ATAAPS is capable). For all other Services and agencies, please utilize a process that verifies and documents completion of all requirements outlined in the Spaatz Center OCONUS Travel Memorandum.

Additionally, be sure to reference the "Travel Outside the CONUS" section in Chapter 6 under SECURITY RESPONSIBILITIES AND PRODEDURES.

STUDENT LEAVE & TDY MATRIX

Student Leave & TDY Matrix						
	AFRC and ANG			SISTER SVC (See Note 1)	CIVILIANS (See Note 1)	INTERNATIONAL FELLOWS (See Note 1)
	ADAF (See Note 1)	AGR (See Note 1)	REGULAR (See Note 1 & 2)			
Ordinary Leave	Approved by SD					
	Process thru Leaveweb	Process thru Leaveweb	Process with AF Form 988 Process thru DAS & Home Unit	Process thru Service Advisor	Process thru Home Unit	Approved by DA
						Must coord thru IOS
Convalescent Leave	Approved by DA					
	Process with Leaveweb	Process with Leaveweb	Process with Leaveweb Process thru Home Unit	Process thru Service Advisor	Process thru Home Unit	
	Spt Doc: MDG stamp/stmt					
Emergency Leave	Approved by SD--SD notifies DA					
	Process with Leaveweb	Process with Leaveweb	Process with Leaveweb Process thru Home Unit	Process thru Service Advisor	Process thru Home Unit	Must coord thru IOS
Advance Leave	Approved by CV					
	Process with Leaveweb	Process with Leaveweb	Process with Leaveweb	Process thru Service Advisor	Process thru Home Unit	N/A
	Process thru DAS	Process thru DAS	Process thru DAS & Home Unit			
	Spt Doc: LES, Justification Ltr	Spt Doc: LES, Justification Ltr	Spt Doc: LES, Justification Ltr			
TDY (See Note 3)	Approved by SD					
	Process thru DTS					
PTDY (See Note 3)	Approved by DA					
	Process with Leaveweb			Process thru Service Advisor	Process thru Home Unit	N/A
	Spt Doc for House Hunting: RIP					
Note 1. Students must sign out on the Leave Pass Tracker file located at "U:\AY14 Leave Pass Tracker" for any and all leave, TDY, and/or passes taken and include destination address, contact phone number, and inclusive dates in the event an emergency requires contact.						
Note 2. Regular AFRC and ANG students (non-AGR) must coordinate their AF Form 988 through their Home Unit for accounting of leave requested/taken before processing this action through DAS.						
Note 3. If academics are to be missed as a result of any leave, TDY and/or pass, it is the responsibility of the student to also pre-coordinate this request with their course instructor(s) and SD using the "Leave/Pass/TDY, Miss Class Request" template at Appendix B (may be electronic if inclusive of all required information).						

ADDITIONAL ADMINISTRATIVE INFORMATION

OFF-SITE INSTRUCTIONAL PERIODS

At the SD's or CI's discretion, courses may be conducted elsewhere on or off base. Elective instructors will coordinate this in advance with AWC/DER. The lead faculty member will submit an email stating the course/date/time/location of the off-site to the "AWC/Student Ops" mailbox and annotate the off-site information (date, time and location of offsite and contact name and phone number) on the classroom door.

STUDENT SIGNIFICANT EVENT REPORTING

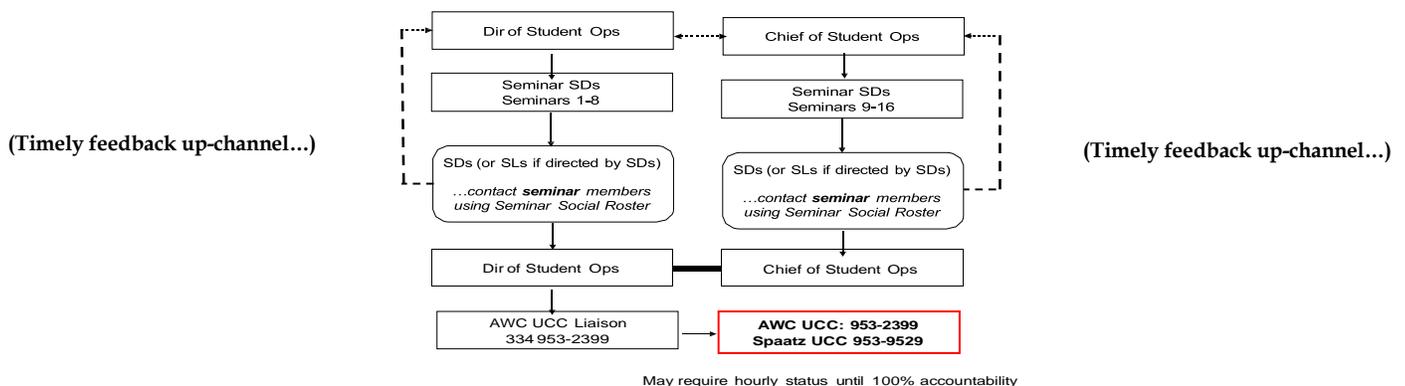
Students must report significant events which may result in class absences or affect their performance in the AWC program. Immediately contact your SD or Seminar Leader (SL) so they can notify the chain of command. Events may be either positive or negative and include any situation that has a significant impact on a student and/or their family. Examples would include a situation that requires emergency leave, individual or family medical emergencies or accidents, civil or legal actions, the birth of a child or death of a family member.

The SD or SL should obtain as much information as possible and forward it to the Director of Student Operations (AWC/DA). AWC/DA will notify the Commandant, Vice Commandant, Dean, the class president and class chaplain as appropriate. When gathering information, include as many details as possible concerning the situation, action(s) taken and recommended action(s).

SEMINAR RECALL PROCEDURES

All students are required to input their personal contact information into AUSRIS. SDs will ensure this is completed before COB on the first full academic day of the AY. Seminar Rosters are obtained in the "General Reports" section of the AUSRIS Reports Module. Run the "Roster - Seminar Recall-Social Roster" to obtain a report to be used for recalls. It is imperative that all students keep their contact information current.

Accountability Recall Process. A recall may be used to account for all AWC seminar personnel and their dependents in case of a natural disaster or other contingency and to provide a means for the commander to assess personnel readiness status. To initiate a recall, AWC/DA contacts the SDs per the diagram below. For this accountability recall, a 'series' approach will NOT be used: i.e., each member contacting the next person on the alphabetical list. Rather, the SD (or SL if designated by the SD) will call each seminar member and gather all accountability data/info (SDs/SLs may opt to divide up the list between themselves, but must ensure that each individual is contacted). Then the SD (or SL) will contact AWC/DA to report status. Ultimately it is the SD's responsibility to obtain 100% accountability and update the AWC/DA until 100% accountability is obtained. The AWC/DA will keep the UCC updated/informed.



UNIFORMS

The AWC has a designated dress code for both faculty and students. A particular day's dress will be determined by the academic activity for the day. Uniform of the day is divided into four categories: (1) utility, (2) "Blues" (Class B equivalent), (3) business and (4) service dress. **The normal uniform of the day (UOD), Mon-Fri, is the utility uniform; however, the UOD may change for special events and will be published in the daily AWC Schedule.** Of note, the AWC is not able to procure individual equipment items for students (i.e., lost, damaged and/or unserviceable flight suits, jackets, etc.).

In the AWC building, you must be in UOD until 1700.

The following guidance is an overview of the dress code:

Utility:

Military: ABUs or flight suits. Flight suit note: Students are authorized to wear previous unit patches. AFI 36-2903 (AETC Sup 1) prohibits wear of morale patches & pen pocket patches (tabs).

Male Civilian: Short/long sleeved open collared shirts (button down or golf/polo shirt) and slacks or khakis, no jeans.

Female Civilian: Blouse and slacks/skirt, no jeans.

"Blues":

Male Military: AF blue short-sleeved shirt (without tie) or AF blue long-sleeved shirt with tie and trousers or other service equivalent.

Female Military: AF blue short-sleeved shirt (without tab) or AF blue long-sleeved shirt with tab and either slacks or skirt or other service equivalent.

Male civilian: Long/short sleeve shirt with tie and trousers; suit or sport coat optional.

Female civilian: Dress or blouse with skirt/slacks; jacket optional.

Business:

Male military and civilian: Suit or trousers with sport coat and long/short sleeve shirt with tie.

Female military and civilian: Dress or blouse with skirt/slacks and a jacket.

Service Dress:

Military: As directed by service instruction.

Civilian: See business above.

SMOKING AREAS

Tobacco Use

The Air Force is committed to providing an environment that does not encourage or facilitate initiation or continued use of tobacco, to include cigars, cigarettes, electronic-cigarettes (e-cigarettes), vapors, stem pipes, water pipes, hookahs and smokeless products that are chewed, dipped or sniffed. In accordance with AFI 40-102, *Tobacco Use in the Air Force*, dated 26 March 2012, tobacco use is prohibited on Air Force installations, except within Designated Tobacco Areas (DTA). Tobacco use outside of DTAs, including while walking anytime outside of DTAs, is prohibited.

Students: IAW AFI 40-102, students in Air Force formal training courses (including AWC) are prohibited from using tobacco in duty uniform during school duty hours. This prohibition impacts all AWC students, regardless of service, nation or civilian/military status. School duty hours are defined by the AWC Student Schedule (see "AWC Calendar and Clear Skies").

Faculty & Staff: Faculty and staff of all formal training and education courses (to include AWC) are strongly encouraged to be role models and refrain from use of tobacco products while in student view.

Designated Tobacco Area (DTA): Anderson Hall's (Bldg 1401) DTA is located outside the building at the exit between rooms 1211 and 1209 (Magnolia St. parking) under the small magnolia tree (between the two oak trees). Smoking receptacles are placed at the DTA for the purpose of properly extinguishing and disposing of tobacco products only. All personnel using the DTA area must ensure that smoking materials are extinguished and disposed of properly.

PARKING

The majority of the parking lot facing Chennault Circle is designated for AWC faculty and staff only. Students may only park in the diagonal slots closest to the road. Additional student parking is located on the ACSC side of the building and at the AWC Bookroom (Bldg 1450) parking lot, which is directly across the street from AWC. Do not park on the grass or along curbs. **Car-pooling is encouraged. See Appendix E for detailed parking diagram.**

In compliance with the 42 ABW/CC policy, there is no overnight parking on the Academic Circle. If you leave your vehicle overnight at AWC while TDY or for other reasons, leave your vehicle make, model, tag number and your contact information with the AWC facility manager in Room 1005 (AWC/MS) and park in the AWC Bookroom parking lot. The Security Forces begin checking the parking lots on the Academic Circle at 2100 hrs. Please ensure that you are 25 meters away from the facility in the event of a real world force protection condition.

DRIVING SAFETY AND TRAFFIC TICKETS

Students will report all traffic tickets (both civilian and military) to their SD who will determine if further action is required. In time, the First Sergeant will forward the citation from Security Forces to the SD through DA to formally document any actions taken following the student's reporting of the incident.

The following is important information:

- Use of seat belts is mandatory on Air Force installations. The security forces periodically check for seat belt use and will issue tickets for noncompliance.
- Child restraints/Car seats: Alabama state law requires transporting children by properly using an aftermarket or integrated child passenger restraint system meeting applicable federal motor vehicle safety standards and the requirements outlined below. The state also enforces child safety seat requirements. Follow the guidelines below for any child you transport:
 - Newborns – 1-year-olds and at least 20 pounds (9.1 kilograms): ride in an approved infant-only, rear-facing car seat, in the back seat of the vehicle. Harness straps should be at or below shoulder level.
 - Toddlers, 1-5 years old and at least 40 pounds (18.2 kilograms): ride in a convertible or forward-facing seat, using a lap belt and with the harness at or above the shoulders.
 - Ages 5-8, over 40 pounds (18.2 kilograms): ride in forward-facing booster seat, buckled with the vehicle's safety belt.
 - All children 12 and under are required to ride in the backseat.
- The base speed limit is 25 MPH unless otherwise posted. The speed limit on Academic Circle is **25 MPH** and in housing areas is 15 MPH.
- Parking is permitted only in designated spaces, i.e., those spaces clearly defined by white lines on both sides. Do not park on the grass or along curbs.
- Alabama state law and AETC policy require use of headlights whenever windshield wipers are in use.
- While driving, do not use a cell phone, unless you use a hands-free device and absolutely no texting while driving.

SAFETY INCIDENT NOTIFICATIONS

Students must notify Student Operations, 334-953-5190, and the AWC Safety officer, 334-953-4288, of any accidents requiring medical attention and be prepared to fill out an AETC Form 425, Mishap Data Worksheet (see example in Room 2023, Student Business Center/Mailroom).

EMERGENCY MANAGEMENT

Tornadoes constitute the most probable peacetime emergency at Maxwell. Upon hearing a 3-5 minute steady tone on the base/civil defense sirens, personnel should take immediate shelter in the first floor interior hallways. Office doors should be closed and all personnel should stand away from glass/windows. Should the AWC require a fire evacuation response, all building occupants should assemble at the primary location: in the parking lot of Building 1450 (north of the building, across the street near the golf course) to perform accountability checks. The

alternate assembly location is the parking lot between ACSC and AWC (Buildings 1402 and 1401). Refer to Appendix F, *Evacuation Plans*, for more details.

ACTIVE SHOOTER ALERTS

If you hear internal 3 short bells followed by 3 short bells, followed by 3 more short bells, the Big Giant Voice announcing “LOCKDOWN”, receive an ADHOC computer alert system or a voice announcement, this indicates a “LOCKDOWN, LOCKDOWN, LOCKDOWN.” An attack/hostile act is imminent or in progress. Take appropriate actions until the “All Clear” signal is sounded. Make yourself as invisible as possible, get behind a locked door, turn off the sound to all phones, computers, TV’s, etc. Do NOT turn off your cell phone.

INMATE INTERFACE

The use of minimum-security inmates on Maxwell AFB and Gunter Annex provides an augmentation labor force for grounds and other miscellaneous details. Military and civilian personnel must adhere to established procedures for interfacing with inmates. Familiarity and fraternization are prohibited. The proper title to address an inmate is “Mr.” or “Inmate.” Inmates are not allowed to accept or give gratuities of any kind. They are strictly prohibited from using any electronics. Additional guidance can be found in AU Instruction 25-201, *Federal Prison Camp Labor and Support*. If you require inmate support, please notify AWC/MS in Room 1005C.

FAMILY CARE PLANS (FCP)

For all Air Force members (Active, Guard, Reserve, IMA), IAW AFI 36-2908, *Family Care Plans*, para 1.2, single parents and dual military couples with family members must document their family care plan on the AF Form 357, *Family Care Certification*. For Air Force members assigned to the AWC as faculty, staff or student, a copy of your family care plan will be maintained by the AWC First Sergeant. The FCP must be completed within 60 days of your arrival.

For sister service members, a copy of your family care plan will be maintained with your Service Advisor.

AWC STUDENT EMERGENCY LOCATOR

For emergency student messages, please call Student Operations at COMM 334-953-5190 and/or DSN 493-5190. If the caller identifies the call and/or message as an emergency that requires immediate attention, all efforts will be made to immediately locate and notify the student.

MAILING OFFICIAL PACKAGES

To mail official letters and items weighing less than 5 lbs, drop the letter/package off in the mail room located in Room 1009. BITS will not pick packages up for mailing if they are greater than 5 lbs. The process to mail these items is below:

- Log into <https://lsotools.wpafb.af.mil/dd1149/> and register to fill out the DD Form 1149, *Requisition and Invoice/Shipping Document*, for shipping. Anyone can register to send items official mail--it is not tied to an organizational account
- Take the packages and three copies of the DD Forms 1149 to Base Supply (Building 1154). Note: The DD Form 1154 needs to be filled out through the website, not FormFlow, and you

will need three copies for each package being mailed. At Base Supply, go to the back of the building, second loading dock for package drop off/processing

- Base Supply Hours: M-F open at 0700, closed 1100-1200 everyday
- Base Supply contact: 334-953-5783

OFFICIAL MAIL ADDRESS

Students are assigned mailboxes at the AWC. This is primarily for distribution within AWC; however, students may also receive official mail at the AWC address (for example, decorations sent from the student's last base). Students are NOT to use this address for personal/unofficial mail.

**AWC/DAS (student name)
325 Chennault Circle
Maxwell AFB AL 36112-6427**

PROMOTION CEREMONIES

Students will inform their SDs of projected pin-on dates and promotion ceremony plans.

Students who pin-on during the academic year may request the AWC Commandant officiate the ceremony. See the attached guidelines at Appendix G to aid you in setting up your ceremony.

AWARDS AND DECORATIONS CEREMONIES

Many of you will receive awards and decorations from your previous assignment. Awards ceremonies will vary depending on the level of award (Legion of Merit, etc.) and rank of presenter (AWC Commandant, SD, etc.). Family, friends and classmates are invited to award ceremonies. See the attached guidelines at Appendix H to aid you in setting up your ceremony.

AETC OFF-DUTY, HIGH-RISK ACTIVITIES PROGRAM

Per AFI91-202, *The US Air Force Mishap Prevention Program*, dated 5 August 2011, high-risk activities are defined as those activities having a higher potential for personal injury due to the level of competition, speed, risk or skills requiring greater agility, stamina and dexterity. The AETC Supplement to this AFI identifies flying civil aircraft, hang gliding, skydiving, parasailing, white-water rafting, motorcycle and auto racing, scuba diving, bungee jumping and bronco and bull riding as examples of off-duty high-risk activities. Prior to engaging in these or any other off-duty high-risk activity, students will inform his or her SD, schedule an interview with the AWC Safety Representative and, upon completion of the interview with the safety rep, fill out the AETC IMT 410, *High-Risk Activities Worksheet*. Receipt of a safety briefing from the safety rep does not relieve an individual of the responsibility to apply sound risk management practices to avoid jeopardizing life or limbs, or performing his or her AWC duties.

Chapter 6

Facilities, Equipment, Services and Security

FACILITIES

The AWC is located in Anderson Hall, Building 1401 with the bookroom across the street in Building 1450. Anderson Hall is named in honor of the first AEC commandant, General Orville Anderson. The AWC has four auditoriums: Burchinal, Kelly, Brocks and Jones. Burchinal and Kelly auditoriums are named in honor of General David A. Burchinal and General Joe W. Kelly, members of the 1946–47 class who each achieved the rank of 4-star general. Brocks Auditorium is named for Colonel James H. Brocks, an AWC student in the class of 1973-74 and a distinguished faculty member. The Jones Auditorium is named in honor of Colonel William A. Jones, a Medal of Honor recipient and a member of the class of 1966.

The coat of arms is displayed throughout the building in numerous locations. The coat of arms has a silver delta wing at the center pointing upwards toward a background of blue representing the power of the future and upward flight. The traditional lamp of knowledge represents the educational mission of the school. The three lightning flashes represent the school's aim of success in war.

The Directorate of Mission Support (AWC/MS - Building 1401, Room 1005, 953-6800) is responsible for the coordination of building maintenance and upkeep. The Facility Manager (Room 1005D, 953-2515) is responsible for overall building care, security and accessibility. However, building security is everyone's responsibility.

BUILDING ACCESS

Building 1401, Anderson Hall, will be open at 0650 and locked NET 1700, Monday through Friday (except holidays and down days). The Book Room (Building 1450) will be open as indicated on the student schedule. During other periods, due to minimum manning of the facility, please call 334-953-5933 prior to visiting to ensure personnel are available. Students will have 24/7 CAC access to Building 1401 as the building's exterior doors are operated on a magnetic ingress/egress system. During FPCON conditions Bravo-Delta, the entry control system requires use of CAC card and pin for access. After normal duty hours and on weekends/holidays, the system requires use of CAC card (i.e., inserting CAC card only). Therefore, registration of CAC cards is mandatory to ensure you have access. Please note that you must re-register your new CAC card in the event you replace your old CAC card for any reason. Individuals using the facilities during non-duty hours will ensure all windows and doors are secured and lights turned out when exiting the building. Due to pressurization in the building, **it is imperative when entering or exiting to ensure the doors latch and lock behind you.** If you need to obtain a new CAC (due to loss, damage or change in status), you should schedule your appointments at:

<https://rapids-appointments.dmdc.osd.mil/appointment/building.aspx?BuildingId=708>

ROOM SCHEDULING

The AWC Director of Academic Support (AWC/XS, Room 1005B, 953-2399 or 6800) is responsible for scheduling all AWC auditoriums, the Third Cup, Heritage Room and meeting rooms. The Commandant's Conference Room (Room 1122) is scheduled by the AWC/CC administrative assistant (Room 1111, 953-7288). The DE Conference Room is scheduled by the AWC/DE administrative assistant (Room 1008, 953-2736). Seminar Directors should be contacted if their seminar rooms are needed for activities, other than electives, during the academic year. Personnel who utilize the rooms must ensure they are left in a neat and orderly fashion. If you require a room or auditorium for a classified event, you must also coordinate with AWC/MSS to ensure security requirements can be met.

EQUIPMENT AND SUPPLIES

LAPTOP COMPUTERS

If required, students will be issued a laptop computer at the beginning of the school year for use during the year. Students will be required to sign a hand receipt, thus taking responsibility for their assigned computer equipment and acknowledging required measures to protect it from theft or damage. Each seminar room is equipped with Maxwell/Local Area Network (LAN) jacks to allow laptop connection to the AWC LAN and Internet. No unauthorized software or games are to be loaded on the laptops (this includes income tax software). The only external device that can be used with student laptops is a computer mouse—**NO EXTERNAL HARD/THUMB DRIVES OR CELL PHONE CHARGING CORDS ALLOWED.**

As the seminar rooms are used to support other activities that occur throughout the year, students will remove their laptop computers (along with all accessories) and secure them outside the seminar room during the holiday break, Regional and Cultural Studies trips and at other times as determined by SDs.

GUIDANCE ON INTERNET ACCESS

Do not install or use Internet Service Provider (ISP) software on the laptop. Remote access to internet service providers is prohibited for users with internet access through base and deployed networks, except when an organizational subscription is established for official business and the account is specifically authorized by the unit commander.

Individuals may **not** use the government laptop to access questionable sites (i.e., pornographic or hate related). Storing, processing, displaying, sending or otherwise transmitting offensive or obscene language or material is specifically prohibited. Offensive material includes, but is not limited to, "hate literature," such as racist literature, materials or symbols (for example, swastikas, neo-Nazi materials and so forth) and sexually harassing materials. Obscene material includes, but is not limited to, pornography and other sexually explicit materials. Additional guidance may be found in AFI 33-129, *Web Management and Internet Use*.

LAN DRIVES

The AWC has five local area network (LAN) drives, each with a specific purpose. **None of these drives is for storage of personal files or personally identifiable information (PII). PII includes, but is not limited to, social security numbers, names with address and phone numbers, etc.**

K: drive, called the **Media drive**, is read-only to faculty, staff and students. It contains many briefings, documents and other files of use throughout the year. However, of most value to AWC students and faculty, is the K: drive index page. It has links to material on all the other drives below as well as on the Internet. It has hotlinks to the key events schedule, lesson plans, electives material, AWC handbooks, faculty expertise, briefing materials presented in Jones Auditorium, research tools, current news sources, forms, pubs, AUSRIS and other material relating to every aspect of the AWC. Many individuals use the K: drive index as the home page for their browsers. Familiarize yourself with its contents as soon as possible in the academic year.

M: drive, called the **Common drive**, is accessible by faculty and staff (read/write) and students (read-only to most sections). This is where faculty shares core and elective course information with students. It also includes other items of interest such as the National Security Forum, Air Force Ball and copies of presentations given in the auditoriums.

O: drive, called the **Faculty drive**, is accessible only by faculty and staff and includes curriculum-related materials not releasable to students.

U: drive, called the **Seminar drive**, is accessible by faculty, staff and students. This is where the students can share information within or between seminars. Faculty and staff should **not** store files here. Further, you should not use this drive to store copies of files already available on other AWC drives. Instead, create shortcuts that will take you directly to files you want to access frequently.

V: drive, called the **RCS drive**, is accessible by faculty, staff and students. It contains planning material and historical documents and is organized by RCS regions.

TECHNOLOGY PROBLEMS

In the event of computer hardware or software problems, students should first contact their Seminar Technical Representative. If the Tech Rep is not available or cannot help resolve the problem, then follow the checklist located on your seminar bulletin board to resolve the issue.

CLASSIFIED PROCESSING

Classified processing is only permitted on designated desktops and laptops. Contact AWC/MSS, Security Office (334-953-1399), in Room 1130 for access to equipment cleared for classified processing. Under no circumstances will any seminar computer, common area computer or privately owned computer be used to process or view classified material (see the *Handling and Control of Classified Material* section for additional guidance).

PHONES

AWC phones are to be used **For Official Use Only**. To place calls, use the following procedures:

- **On Base (Maxwell/Gunter):** dial 953 (Maxwell)/416 (Gunter) plus the 4-digit number.
- **DSN (Stateside):** dial 94, plus 7-digit number.
- **DSN (Overseas):** dial 0. An operator will come on line. Give the overseas operator the country code and DSN number, your name, rank, extension and organization.

NOTE: DSN lines are limited and heavy demand may make it difficult to obtain a line. Early morning and late afternoon hours are usually the best times to access DSN lines. If necessary, you can access DSN lines (both stateside and overseas) from your home phone. To do this, contact the base operator (953-1110).

- **Local Area (Off-Base):** dial 99, plus 7-digit number.
- **Credit Card Calls:** dial 99, then follow the instructions for your particular credit card.
- **Long Distance Calls:** dial 98 -1 and then the 10 digit number. Students will be asked for an authorization code which can be obtained from the SD. These calls should be limited to government official calls only. Faculty and staff receive authorization codes from the Telephone Control Officer in Room 2213.
- **Check Phone Messages:** dial 953-9400, follow prompts.

Troubleshooting Problems: For phone outages, contact the Help Desk at 953-7115. For all other issues (i.e., resetting passwords) contact the AWC Telephone Control Office (TCO). The TCO is located in Room 2213B at 953-9655.

SEMINAR PHONES

Each seminar room has a phone with the ringer turned off, but is set up to accept messages. The Seminar Administrative Officer is responsible for establishing how messages will be checked and disseminated within the seminar. **Please ensure family members, car mechanic, etc., have the seminar number and do not use the emergency number to reach students for routine messages.**

Additional student **emergency only** contact number is: the Director of Student Operations (Comm, 334-953-5190 or DSN 493-5190).

COPY/SCANNER/FAX MACHINES

The primary copy/scanner/fax machine for students' unclassified use is located in the student business center on the second floor (Room 2023). A second copier is located in the student operations admin area (Room 2019). Any problems with the machines should be directed to the copy monitor listed on or next to the machine, or students may report copier problems to Student Operations. Please do not leave the copier with a paper jam.

SUPPLIES

A finite amount of paper and toner is available for each seminar. Printers will not be used to print course material from Blackboard. Notebooks, writing tablets, binders, pens and pencils, etc., are each student's responsibility.

SERVICES

LOST AND FOUND

The facility lost and found box is located in Room 1005D. Please check with this office if you have lost something. Items left in Jones Auditorium are occasionally returned to Room 1011. Please check both locations.

BOOK ISSUE AND APPROPRIATE BOOK MARKING

Books are issued as accountable items from the AWC Bookroom in Building 1450 (other than your initial book distribution on the first day), across the street (outside the Academic Circle) from the main AWC building. The core duty hours are 0730-1630. Since the bookroom is a 1-person operation, please follow the book issue schedule for receipt/turn in of items or call prior to making the trip to Building 1450. For other than designated book issue/return days, please call ahead to ensure someone will be available to assist you (334-953-5933). Procedures for issuing and returning student curriculum materials will be published in the AWC Schedule. All accountable books are to be returned to Building 1450 at the end of the course for which they were issued. Students should ensure they are aware of what books are accountable and which are not. Accountable books not returned must be paid for; payments are accomplished in the Resources Office.

Students are allowed to mark/highlight textbooks. The highlights should be kept to a minimum and neat; notes should be minimal, non-derogatory and preferably in pencil within the margins. **All books must be returned or paid for prior to graduation/out-processing.**

SECURITY RESPONSIBILITIES AND PRODEDURES

RESPONSIBILITIES

The Chief of Security Management (AWC/MSS) is the Unit Security Manager (USM) for AWC and is responsible for the safeguard and security of all classified operations within AWC and the Centers. The security office for the AWC is located in Room 1130. You can only access this area with clearance/escort. Security is everyone's responsibility. Proper procedures and administrative requirements for all security-related matters are directed by SPAATZ OI 31-1, *Security Program*. Access to classified material requires both the proper clearance and the need-to-know. Security incidents (perceived/actual/potential compromises and/or deviations) must be reported to the USM immediately. Report any suspected attempt by unauthorized persons to gather intelligence data to the Air Force Office of Special Investigations (AFOSI) or USM.

SECURITY CLEARANCES AND ACCESS

Clearances. The USM will assist faculty, staff and students with initiating requests for new clearances or updates to existing clearances as required. The USM will monitor clearances and notify individuals of specific requirements on a recurring basis.

Passing Clearances to TDY Locations. The USM will pass clearance data (called a "Visit Request" or "VR") to TDY locations for faculty, staff and students upon request, as needed. Use the "Pass Clearance Request Form" (See Appendix I) (posted on the U: drive "Security" folder) to initiate the process. The USM requires a minimum of 10 working days to verify and pass clearances. It is NOT the responsibility of security office personnel to gather needed or missing information to accurately pass VRs. Incomplete or untimely VRs will be returned to the originator for completion or justification. Information relating to clearances for Regional and Cultural Studies (RCS) field trips is contained in a separate handbook published by the Department of International Security Studies.

International Fellows. International Fellows (IF students) are NOT authorized access to classified material in any form. However, IF faculty members are granted access to US collateral Secret material by SAF/IA.

Access to Classified Information at the USAF Historical Research Agency and Muir S. Fairchild Research and Information Center. The USM periodically provides copies of rosters identifying clearance data of faculty/staff/contractors and students to the USAF Historical Research Agency (USAFHRA), Muir S. Fairchild Research Information Center (formerly Air University Library), Air Force Wargaming Institute (AFWI), the LeMay Center for Doctrine and Education, Special Security Officer (SL) and Air Command Staff College (ACSC).

CLASSIFIED PRESENTATIONS

The classification levels of presentations are determined by the respective curriculum director or guest speaker. Classification levels for each classified event will be identified on the electronic AWC Schedule on the LAN.

JONES AUDITORIUM PROCEDURES

Access to all classified sessions is controlled by a combination of rosters, entry access listings (EALs), badges and personal recognition. The USM is the issue authority for all access badges to eligible faculty, staff, contractors, and students.

Sensitive Compartmented Information (SCI) indoctrinated personnel will be issued an AU Form 233, *SCI Access Badge* ("Yellow Badge"). A Yellow Badge is required for admittance to all SCI-level sessions. ACSC also mandates and enforces possession of the badge for admittance to presentations in their facility. Special guests, DVs and their assistants do not require a Yellow Badge, but will be verified for access by the USM.

Badges are controlled items and must be safeguarded. If lost, stolen or mutilated, notify the USM as soon as possible to initiate action for a re-issue.

The following rules apply during all classified sessions:

- Entry and exit to the auditorium (except in emergencies) is only permitted through the two front entrance doors from the lobby. Late entry is not allowed through any door for classified presentations. No one will exit while a classified session is in progress unless the presentation is stopped by the host, speaker, AV person or bonafide emergency.
- Once cleared for entry into the auditorium, individuals must continuously wear their badge in a prominent place. It is everyone's responsibility to challenge the clearance level of individuals known or believed not to possess the proper clearance. Any challenges should be brought to the attention of the USM or alternate immediately.
- In accordance with Emission Security guidelines, no electronic devices are permitted inside Jones Auditorium during classified sessions. This includes cell phones, tablets, recording devices of any kind, laptops, etc. Additionally, note taking during classified briefings is prohibited.

PROCEDURES FOR CLASSIFIED SEMINARS, BRIEFINGS, WORKSHOPS AND ADVANCED/ELECTIVE COURSES

Seminar rooms and auditoriums (other than Jones Auditorium) are limited to classified discussions and presentations up to the Secret-level only. Faculty leaders of classified sessions must coordinate with the USM at least 5 duty days prior to the session to ensure proper security measures can be achieved and put in place.

All classified sessions held in Building 1401 require external control by a designated guard/monitor to ensure prevention of unauthorized surveillance or monitoring.

Control and safeguarding of classified material is the responsibility of the individual in charge of the session. It is the lead instructor's responsibility to ensure the USM is provided a list of attendees (students, guests, faculty and contractors) to verify everyone's eligibility. The following requirements must be met for all classified sessions:

- Close and secure all windows and blinds
- Ensure no uncleared personnel remain in the immediate area
- Avoid using blackboards or dry-erase boards (no classified information)
- Disconnect all telephones and DO NOT allow their use during the session
- Ensure all desktop and laptop computer systems are disconnected from the LAN, wireless network cards are removed and student laptops are powered off
- All other electronic devices (PDAs, cell phones, blackberries, iPods, pagers, etc.) must be removed from the room and given to the security monitor
- Ensure all classified material used in the room is removed and properly stored or destroyed at the conclusion of the session.

HANDLING AND CONTROL OF CLASSIFIED MATERIAL

STORAGE

Secret material and below may be stored in any GSA approved AWC security container with a functional high security X-07, X-08 or X-09 lock. SCI material is not authorized to be stored anywhere in the AWC. The Sensitive Compartmented Information Facility (SCIF), located in Building 1406 (LeMay Center Wargaming Institute (LCWI)), and controlled by LeMay Center/INS (AU SL), is the only location on Maxwell authorized to store SCI material.

DESTRUCTION

Not all AWC shredders are cleared for destruction of classified material. The AWC has several shredders approved for destruction of classified material up to and including Secret. Contact the USM to arrange for destruction of any classified material not suitable for shredding (i.e., floppy disks, thumb drives, CD/DVD, microfiche/film, etc.).

REPRODUCTION

AWC does NOT possess any approved classified copy equipment. Coordinate all requirements for classified reproduction with the USM.

FAXING

AWC does not possess any approved classified fax equipment. Coordinate all requirements for incoming and outgoing faxes with the USM.

HANDCARRYING CLASSIFIED MATERIAL

Inside Building 1401, use the appropriate classified cover sheet (front and back) or a cover sheet on the front and placed in an envelope or folder. **NOTE:** When utilizing an envelope or folder, its front and back should be stamped with the appropriate classification or the appropriate cover sheet attached.

Outside Building 1401, protect the material with double wrapping or single wrapping and place inside a briefcase or other similar container. **NOTE:** The inner wrapping must contain the classification markings as listed above.

When hand carrying classified material off Maxwell AFB is essential to mission accomplishment, the responsible individual must request authorization from the USM a minimum of 10 duty days prior to date required. Verbal authorization is NOT sufficient. An authorization letter must be accomplished and signed by the Commandant, Vice Commandant, Director of Student Operations or Dean. The USM will then provide the required courier briefing, issue an AF Form 2501, *Courier Authorization Card*, and provide the necessary "Exempt from Examination" placard.

DISPATCH AND RECEIPT OF CLASSIFIED ACCOUNTABLE MAIL

Mission Support Administration is responsible for receiving and safeguarding all incoming and outgoing accountable mail. All outgoing classified mail must be coordinated with the USM to

ensure proper packaging, marking and certification/registration. The USM will assign a container number and may assist with packaging, storing and dispatching.

Faculty, staff, contractors and students who have classified material sent to them must have the originator address the outer wrapping to AWC/MSS, 325 Chennault Circle, Maxwell AFB AL 36112-6427, and address the inner wrapping to the specific office and person to receive the material.

NOTE: Incoming official accountable mail (registered/certified) can be used to transmit classified documents and must be safeguarded until opened and the contents verified. Even first class mail (if marked "Do Not Forward") may contain classified information and must also be safeguarded.

TRAVEL OUTSIDE THE CONUS

All DoD employees planning travel outside the CONUS, official and unofficial, are required to coordinate with the AWC Security Manager to receive an AFOSI threat briefing (as required). Furthermore, personnel having SCI access must complete the Defense Security Briefing, statement of understanding and Foreign Travel Declaration prior to any overseas travel. NOTE: Some overseas travel (i.e., Mexico) may require Spaatz Center Commander approval prior to travel. ESS/XP can assist with the request process.

All travel arrangements and requirements for the Regional and Cultural Studies (RCS) program are discussed in the RCS Handbook and are handled within that program. No additional actions are required of any travelers (faculty or students) unless directed by the RCS Staff.

SIPRNET

The AWC has an expansive Secure Internet Protocol Router Network (SIPRNET) area available for secure research, email and other secure processing. The SIPRNET area is NOT an "open storage area." Therefore, the terminals will not be left unattended while they are active nor will any security container be left unsecured. However, all users will be given the capability to access the area. Accounts may be requested through the USM and usually take 24-48 hours to be created. Request forms may be accessed on the U: drive "Seminar Security" folder and must be routed electronically, to include signatures (manually completed forms will not be accepted).

AWCI 31-1, SECURITY PROGRAM

See AWCI 31-1, *Security Program*, for more details on AWC security procedures located on K: drive under Operating Instructions.

Chapter 7

Air War College Student Organization

CLASS ORGANIZATION

STUDENT GOVERNMENT

Each academic year, AWC students will establish a private student organization with formal constitution and bylaws, to represent the academic-year student body and their spouses. This organization, known as the Horizon's Association, is the interface between the student body, families and school leadership to achieve their collective class objectives. The governing body of the Horizon's Association is the Board of Governors, consisting of the Class President, Vice President, International Fellow President, International Vice President, Secretary, Treasurer and the senior Army, Navy, Marine, Coast Guard, Air National Guard, Air Force Reserve, and senior civilian student. The Horizon's Association is responsible for class athletic and social programs, class projects, family outreach and the yearbook. The Board of Governors is responsible for establishing the class operating budget and any student assessments to support class activities.

FIRST 30

Approximately 30 senior inbound Air Force students (including Air National Guard, Air Force Reserve and the senior inbound Chaplain and JAG) arrive a week prior to class start to attend an AWC leadership orientation program and to establish the student leadership for their class. The AWC Class President, Vice President and class and seminar leadership positions are selected during the course of this orientation program. During the week, the First 30 members are joined by the senior Army, Navy, Marine, Coast Guard and International Fellow officer and the senior civilian student to define the class mission, vision and goals for the coming academic year.

CLASS PRESIDENT

The Class President is elected by the First 30 to lead the student government and all Horizons Association matters. The President is responsible for the supervision of the association's activities to ensure compliance with pertinent regulations, policies, etc.

CLASS VICE PRESIDENT

The Class President selects the Vice President who will assist the class president in his/her duties and act for the president in their absence.

INTERNATIONAL FELLOW PRESIDENT AND VICE PRESIDENT

The International Fellow President and Vice President are selected during IOS summer prep courses and work hand-in-hand with the class president and vice president. The IF president provides leadership to other IFs while on IF Field Trips and assists with IF issues with advice and guidance from the Commandant and Director of Student Operations.

SECRETARY

The Secretary is selected by the Class President from class volunteers and is responsible for class administrative tasks and recording the proceeding of all meetings of the membership and the Board of Governors. The minutes will be distributed to all members of the Board of Governors and posted on the Seminar Drive.

TREASURER

The Treasurer is selected by the Class President from class volunteers and will maintain the financial records and make available quarterly statements of the financial condition of the Association.

COMMITTEE CHAIRS

The Class President shall appoint chairpersons for the following committees from class volunteers: Social, Yearbook, Athletics, Projects/Community Support, Strategic Communication and Spouse Outreach.

Additional committees may be formed at the discretion of the Class President.

FUNDING FOR STUDENT ACTIVITIES

Students will self-fund all social and community outreach activities. As such, previous classes have charged landing fees ranging from \$300-\$450 to be collected at the beginning of the year to facilitate the start-up costs for large expenses and minimize the total number of transactions required. The actual amount of the landing fee will be set by the Horizon's Association Board of Governors during orientation week. All students should be prepared to pay a landing fee shortly after arriving at the AWC.

STUDENT SEMINAR DUTIES

Students will be assigned different duties within the seminar to ensure certain functions are accomplished.

SEMINAR LEADER

The Seminar Leaders (SL) for the 16 academic seminars are selected by the First 30 and are normally (but not always) the senior US Air Force officer student in each seminar. The SL functions under the guidance of the SD and AWC/DA and leads, guides and mentors fellow students in the seminar. The SL sets the tone for the year in the seminar consistent with seminar goals; integrates the efforts of the seminar admin, athletic, mission support, projects, safety, security, social, spouse, technology, treasurer and yearbook representatives consistent with these goals; works through the SD to ensure seminar and AWC goals are achieved; periodically surveys and assesses the seminar's progress and advises the SD; and represents the seminar as required at class Horizons Association meetings.

ACADEMIC/ADMINISTRATIVE OFFICER

Makes announcements, helps the SD and faculty keep the seminar up to date on information, and manages seminar and academic suspenses. This student ensures that seminar members

keep their current address and contact information current in AUSRIS. Functions as the POC for updates to seminar recall roster and social roster--both of which are pulled from AUSRIS. Establishes procedures for how seminar phone is checked for messages on a routine basis and how messages will be disseminated. Ensures seminar members provide a forwarding address prior to graduation.

For the purposes of readiness and accountability, all students are required to complete their contact information in the "AY Leave, Pass, TDY Tracker" file in the U:\drive on a weekly basis as needed. The Admin Officer must review the tracker for accuracy at the end of each week and ensure the SL and SD are aware of students that will be on leave, pass (out of town), or TDY. The Admin Officer must take roll call at the beginning of the academic week and ensure that everyone, including those listed in the tracker as out of town, are back safely and then provide an accountability update to the SL and SD. The Admin Officer should clear the tracker after roll call in preparation for the new week's updates.

ATHLETIC OFFICER

The Seminar Athletic Officer will encourage physical fitness and lead seminar sports events. The Athletic Officers also act as liaison between the seminar and the class Athletic Chair and organizes participation in activities such as golf tournaments, "Duel of Schools," Jim Thorpe Sports Days and other informal athletic competitions.

MISSION SUPPORT OFFICER

The Mission Support Officer (MSO) is responsible for facility management of their seminar to include developing a process to maintain their seminar room in a neat and orderly fashion at all times. The MSO must ensure a seminar process or rotation is in place to carry out all of the daily, weekly and safety tasks/notes listed in the "Rules of Engagement for Seminar Room Usage" handout located on the bulletin board. Some of the tasks include keeping all surfaces in the seminar clean and free from grease, crumbs and spills; ensuring the overhead projected is off when not in use; turning off coffee pots and lights at end of each day; vacuuming and wiping down all tables, desks, phone and whiteboards weekly; cleaning the refrigerator weekly and general recycling and facility maintenance/improvement as needed. Of note, and in order to discourage rodents and other critters in seminar rooms, the MSO must ensure a seminar process or rotation is in place to dispose of food-related trash into the dumpster located across the street in the parking lot next to the book room (Bldg 1450) prior to end of each day (under no circumstances can food be left out overnight or held for sale in the seminars). In addition, the MSO will run the Winger Break and End of Year Seminar Room Set-up Checklists provided by AWC/DA. *Note: cleaning supplies can be checked out from the AWC Facility Manager's office in Room 1005.*

The MSO will also ensure that their seminar facility management process includes steps to ensure seminar projector bulbs are turned off when not in use; last person to exit the seminar knows to ensure the lights are off and door secured; coffee pots and refrigerators are plugged directly into wall outlets and not into surge protectors; coffee pot and refrigerator ARE NOT plugged into the same wall outlet; coffee pots are stored and operated atop the provided glass heat-resistant surface; and accountability is enforced for the seminar's DA-issued supplies to include one stapler, one staple remover, one box of staples, one two-hole punch, one three-hole punch, one

pair of scissors, one box of dry erase markers w/eraser and cleaner, one tape dispenser and tape, 16 wooden desk plate name holders, one garbage pail, one recycle bin, three boxes of printer paper and two toner cartridges for the seminar's printer.

As the facility manager for their seminar, the MSO will ensure that any facility issues such as burned out lights, power outages, leaks, etc. are reported immediately to the AWC/MS facility team. The MSO will serve as information conduit to remind seminar mates of CAC re-registration requirement following promotions or any situation resulting in a new CAC. The MSO will work with the AWC Scheduling Director (located in room 1005), and serve as POC for the seminar when additional rooms, conference space, auditoriums, etc. are needed for breakout sessions.

For the purposes of Emergency Management, the MSO will be the Seminar's Zone Captain. In this capacity, the MSO will become knowledgeable with the AWC Emergency Management procedures (see slides on seminar's bulletin board) and lead their seminar peers through the procedures/actions required in the event of FPCON changes, facility lockdown, fire/building evacuation, bomb threat, shelter-in-place, severe weather, and recall/accountability.

MSOs will attend a one-hour training with the AWC Mission Support Director to become familiar and gain a more in-depth understanding of established processes and procedures for above described duties and responsibilities.

PROJECTS OFFICER

Acts as liaison between seminar and class Projects Chair; serves as the seminar point of contact for the Combined Federal Campaign, the Air Force Assistance Fund campaign, community service events and mentoring programs.

SAFETY OFFICER

In coordination with the AWC Safety Rep, serves as seminar point of contact for all safety related issues such as safety briefings, training, mishap reporting and high risk activities tracking.

SPOUSE OUTREACH

Acts as a liaison between seminar and class Spouse Outreach Chair to ensure all seminar spouses are kept apprised of AWC news, events and activities.

YEARBOOK REPRESENTATIVE/SEMINAR PHOTOGRAPHER

This student acts as liaison between seminar and class yearbook committee. Arranges for seminar photos for the yearbook and maintains responsibility for the seminar's yearbook page layouts. Usually someone skilled in photography is selected for this position.

TECHNOLOGY REPRESENTATIVE

Serves as Seminar Information Assurance (IA) officer and ensures each student completed or filed the required DOD IAA CyberAwareness Challenge training in the on-line Advanced Distribution Learning System (ADLS). Additionally, the Technology Representative must ensure proper registration and/or profile set-up in ADLS for each student in order to

facilitate compliance with other ADLS-based training events (must verify that all non-Air Force students in their seminar have selected "OTHER-(Other)" under the rank field in their ADLS profile so their names will not show up on reports for training required only of Air Force personnel). This student acts as seminar computer "expert" and helps seminar mates with computer hardware and software issues, policies and problems. Maintains checks of cable, V-brick and CPU/projector/smart board; reports problems as they occur (follow checklist on seminar bulletin board).

SECURITY OFFICER

Must be a US student. Responsible for general security awareness in the seminar to include room security, safeguarding classified material, marking classified material, controlling SCI Access Badges ("Yellow Badge"), security training and resource protection.

SOCIAL OFFICER

Each Seminar should appoint a primary and alternate Social Officer. These students serve as the liaison between the seminar and class social chair and are responsible for arranging seminar social activities. As such, the Social Officer generally sets the tone for the seminar social program and works with the class social chair on class social events and works with AWC Protocol office when required. Social Officers must work with AWC Protocol regarding outside invitations to AWC events. AWC Protocol office will assist and advise when required on class social events.

TREASURER

The Treasurer is responsible for collecting class landing fees and for the "seminar coffee fund" if they elect to maintain one. **Snack bars in seminar rooms (beyond a simple coffee fund) are prohibited.**

STUDENT LOUNGE MAINTENANCE

The Student Lounge (a.k.a. Third Cup) is located on the second floor of the AWC building in room 2016. The Third Cup was created by the Class of 2011 as a place for students to socialize and converse with each other in a setting outside the traditional classroom seminar. Since the student lounge is primarily a student meeting place, the responsibility for maintaining the cleanliness of the lounge primarily rests with the students. The class leadership will establish a matrix for designating which seminars have cleaning responsibilities throughout the school year.

Chapter 8

Additional Items of Interest

FITNESS PROGRAM

Health and fitness are vital components of combat readiness and are fundamental to the peace time well-being of armed forces personnel. Each individual must possess the stamina and general health to perform any potential mission successfully. These factors form the basis of the AWC Executive Wellness Program and the Center for Human Performance. It is the vision of the AWC Leadership to provide a comprehensive wellness program within the academic environment that creates a culture of balanced physical and mental well-being. While at the AWC, you are encouraged to take a renewed interest in your health, realizing the fundamental role it plays in sustaining productivity and personal vitality. There are a variety of assessments available to you to give you a "snapshot" of your current status that will challenge you to establish and integrate health and fitness into your career and lifelong goals. Executive wellness is strongly emphasized and encouraged during your time at the AWC. As future senior leaders, it is often the first thing removed from their calendar during a time crunch. We expect you to make executive wellness part of your everyday lifestyle this year and beyond.

Therefore, physical fitness periods will normally be scheduled Monday through Friday from 0700-0830; school-wide activities will normally not be scheduled during these time periods. All US Air Force members are expected to participate in a minimum of three fitness periods each week. Sister services, civilians and IFs are encouraged to participate at the same levels. Ultimately, maintaining an appropriate level of fitness is an individual responsibility. As long as the minimum requirements described are met, personnel are free to tailor their own fitness programs around their own schedules.

The Center for Human Performance Optimization (Fitness Area) is located in Room 1215. It is accessible 24 hours a day by students, faculty and staff. Each week the Fitness Program manager posts a workout routine for the area. Please make sure you wipe off equipment and return all items to their areas before leaving. If you see anything which requires maintenance, please let the facility manager in Room 1005 know. Showers are located directly across from this area.

Fitness Assessment Testing:

Physical fitness assessments will be scheduled and conducted throughout the academic year for all Air Force students, faculty and staff who need to test. IAW AFI 36-2905, Reg AF, AFR and ANG (Title 10) who receive an "Unsatisfactory" score must retest within 90 days (180 days for ANG (Title 32). The assessment will be completed as outlined in AFI 36-2905, *Air Force Fitness Program*. Ultimately, it is each individual's responsibility to ensure they maintain a current fitness test. You must ensure that you allow enough time for scheduling, testing and the establishment of a medical profile if required, prior to the expiration of your test date.

Medical Issues:

All medical issues for USAF students are specified in AFI 36-2905, *Air Force Fitness Program*. Medical profiles should be turned in to the Unit Fitness Monitor (UFM)—room 2117 for these members.

Students should only participate in those activities for which they have been cleared by their health care provider. If you have not been regularly participating in vigorous exercise, make an appointment with your Primary Care Manager or a civilian medical provider for evaluation and guidance.

Those members who have a valid medical restriction should participate to the extent medically allowed, and may still take the Fitness Assessment with their score pro-rated based on the portions they can complete. This is a good time to assess your health and take action to fix what is broken.

COMMUNITY OUTREACH PROGRAM

The Community Outreach Program gives students and faculty an opportunity to interact with an individual or couple from the local community. These volunteers should be included in AWC social activities. For more information on the outreach program, contact the AWC Protocol Office.

AIR WAR COLLEGE ALUMNI ASSOCIATION AND GIFT SHOP

The Alumni Association is a nonprofit corporation that exists only to serve Alumni Association members and support the AWC mission. The Alumni Association does this by fostering and strengthening a spirit of loyalty and fraternity among graduates of the AWC through charitable donations and by providing educational, patriotic, social, fraternal and professional support of all AWC activities and the activities of its graduates, NSF Alumni, faculty and staff that further the AWC Mission. The Association is led by a volunteer Board of Directors and offers services that include: maintaining a membership database available to all members wishing to locate friends and classmates; publishing a newsletter; assisting with class reunions; and making available an interesting collection of AWC memorabilia in the Association Gift Shop (Room 2012). The Gift Shop is operated by adult volunteers and is open a limited number of hours each week. Additional information will be available at the AWC Spouse orientation.

SPOUSES' PROGRAM

The Spouses' Program is a broad term used to cover AWC educational activities that involve spouses/significant others. These include lectures, various advanced studies courses (space permitting) and other additional programs. Faculty, staff and class member loved ones are encouraged to participate in as many of these programs and social activities as possible.

AIR WAR COLLEGE STUDENT SPOUSES' GROUP

The AWC has an active social program for students' spouses/significant others. They can find interest groups such as book clubs, bowling leagues, Bunco, etc. This can be through the Maxwell-Gunter Officer Spouses' Club (MGOSC) or student spouses can start their own groups.

MAXWELL-GUNTER OFFICER SPOUSES' CLUB (MGOSC)

The MGOSC is organized to promote social, cultural and charitable activities and encourage fellowship among its members. The MGOSC sponsors luncheons and coffees and gives members an opportunity to participate in a wide variety of activities. Most MGOSC functions are held on the third Thursday of the month. Spouses/significant others may have the

opportunity to join MGOSC at the AWC spouse orientation.

STUDENTS AND FACULTY SPOUSE ORIENTATION

A spouse/significant other orientation is usually scheduled during the first week of AWC. The event is intended for spouses/significant others (no children, no AWC students). Refreshments are provided and representatives from various on-base/off-base agencies are on-hand to provide information on services, upcoming events and volunteer opportunities. Guests will be welcomed by the AWC Commandant and his staff, and then will be escorted to seminar classrooms to have a chance to meet with the seminar teaching team and fellow spouses in their seminar.

AIR WAR COLLEGE SOCIAL EVENT PLANNING

There are a number of major social events throughout the academic year. The Class Social Chair, in conjunction with the Social Committee Members, has overall responsibility for planning/executing these events. To assist with the effort, the AWC/DA has assigned seminars to help with each function. Details are worked at the beginning of the academic year with the AWC/DA, the Class President and Committee Chairs. Below are the social events planned throughout the year in order of their occurrence, as well as the Seminar(s) responsible for helping plan and execute the event.

AWC Social Event	Seminar(s) Responsible
Moving-In Party	2 & 14
Air Force Birthday Ball (planning support to 42 ABW)	12 & 13
Marine Corps Ball and Birthday	USMC Members
Taste of America	6 & 7
"Duel of Schools"	3 & 9
Class Holiday Party	8 & 15
International Fellows' Culture Festival	10 & IFs
National Security Forum	4 & 5
Graduation Party	1 & 3
Graduation Ceremony	11 & 16 (GSS)

MOVING-IN PARTY

The first family social event of the year takes place soon after students' arrival. The "Moving-In" Party is the first student-planned and executed party. The staff reserves the Maxwell Club but the student social committee plans the evening. The dress for the event is casual. Seminars 2 and 14 will plan/execute.

AIR FORCE BIRTHDAY AND BALL

The Air Force's birthday is 18 September (1947). AWC supports the 42 ABW's planning committee with an Air Force Ball to celebrate the Air Force's heritage. This will be the first formal event of the year. Seminars 12 and 13 will assist the 42 ABW as required, to include sponsoring a portion of the event (e.g., a silent auction with proceeds going to a charitable organization). These seminars will also work with the 42 ABW planning committee and Protocol to ensure an appropriate number of tickets are made available to the AWC students, faculty and staff.

MARINE CORPS BIRTHDAY AND BALL

The Marine Corps' birthday is 10 November (1775). The Ball is planned and executed by the Marines at Maxwell and it is a class event open to you and your spouse. This is usually quite a ceremony--bagpipes and Marines of all ages, cake cutting, honor guard, etc.

TASTE OF AMERICA

Seminars select different regions of the United States and prepare food and drink particular to the region. This is an opportunity for the US students and their families to introduce the IFs and their families to the many different foods the US has to offer. IFs fully participate with US seminar members in organizing and supporting this event. The event is usually held in one of the Maxwell AFB hangars. Seminars 6 and 7 will plan and execute.

DUEL OF SCHOOLS

The class organizes a "Duel of Schools" competition in coordination with students at the Air Command and Staff College. The Class Athletics Chair is assisted by the Seminar Athletics Officers to determine events and formats. Seminars 3 and 9 support with logistics and planning, as required. Events and formats vary; however, families are invited and a cookout may be part of the closing ceremonies.

CLASS HOLIDAY PARTY

This is a student-planned event scheduled during December prior to the class break for the holidays. This will be the last class social event before the Winter Break. Seminars 8 and 15 will plan and execute.

INTERNATIONAL FELLOWS' CULTURE FESTIVAL

Definitely one of the highlights of the AWC year! Each IF shares a cultural display of their country, including their native dress, national pastimes and tastes of regional food. Individual Seminars must assist their IFs in set-up, organizing, funding and supporting this event. The event is usually held in one or two hangars. AY15 IFs combined their festival with ACSC's for the first time ever, providing an even grander event. AY16 IFs may follow suit in coordination with ACSC, or conduct an AWC-only festival as has been done traditionally. Seminar 10 will provide administrative and logistical support as required.

This event, along with the Taste of America, is central to the USAF and Air Education and Training Command's goal of building enduring partnerships and relationships, which enables the US to maintain security objectives throughout the world. The coming together of senior

leaders and families from many nations provides an opportunity for the participants to cement friendships that develop over the year. These relationships often serve as a basis for future collaboration on security challenges.

NATIONAL SECURITY FORUM WEEK

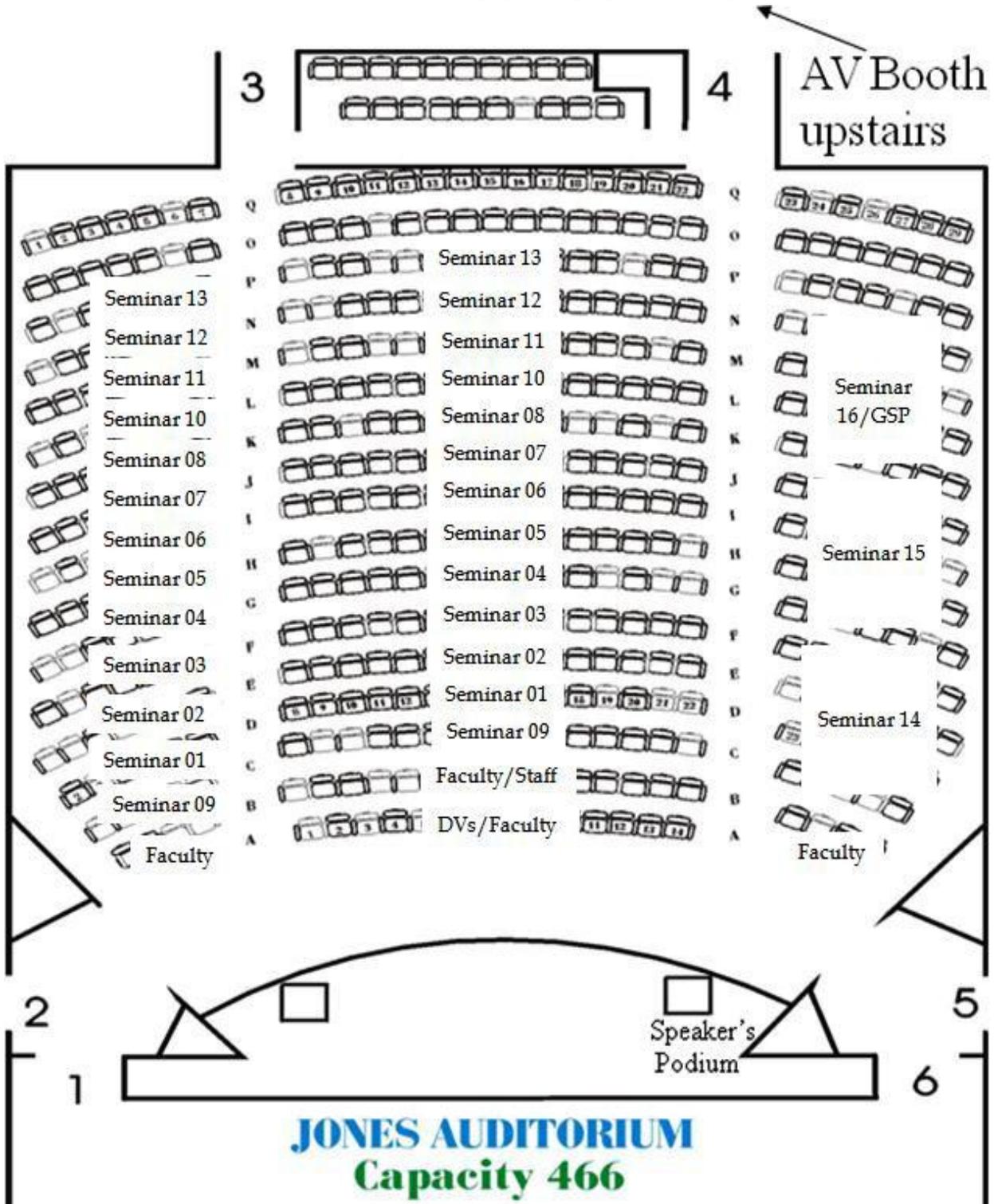
NSF is a Secretary of the Air Force program in which approximately 130 civilians from all over the nation take part in discussions on national and international security issues alongside members of the current AWC class. Seminars 4 and 5 help assist the NSF Staff in planning and executing NSF activities. See Appendix M for more details.

GRADUATION EVENTS

Seminars 1 and 3 will plan and execute the graduation party. It is the last chance to spend time with the entire class in a social setting. In addition, Seminars 11 and 16 (GSS) will assist AWC/DA in organizing the graduation ceremony (to include guest speaker, national anthem singer(s), script, etc.). Note: Notify AWC Protocol of all attending distinguished visitors (flag officer, SES or civilian/political equivalent). IFs who invite military guests (i.e., their attachés) must submit an official Foreign Visit Request (FVR) through their respective embassies, as well as coordinate the visit with the AWC Protocol Office (Room 1110). Early in the fall, the Horizon's Association should develop a list of guest speaker options. Students should be realistic in their expectations for a guest speaker and should give priority to any nominees who know students personally.

Appendices

APPENDIX A: JONES SEATING



APPENDIX B: Leave/TDY, Miss Class Request

Coordinate via email with Course Instructors of classes missed and SD (and AWC/DA if convalescence leave, PTDY/IO Holidays or ETP):

I request to miss classes on _____ for the following reason:

I will be:

_____ on leave (approved by SD)

_____ on con leave (approved by AWC/DA)

_____ TDY (on orders from AWC if elective or funded by outside org)

_____ PTDY (approved by AWC/DA)

_____ medical appointment (on duty)

Yes or No I will be using my 1x semester student absence day (NOT a blackout day)

Yes or No I am requesting an ETP (for leave on blackout day)

The classes I will miss include:

I know I must coordinate with my course instructor and make-up all academic requirements prior to departure. I am aware that due to mission requirements, I may have to adjust my leave, TDY or PTDY.

Student Sign

Routing:

For student absence day, medical apt:

For Con leave/PTDY/TDY/IO Holiday:

For ETP:

Student to CI to SD (then SD files)

Student to CI to SD to DA (then SD files)

Student to CI to SD to AWC/DA to AWC/DE (if applicable) to AWC/CV (then SD files)

APPENDIX C: Accountability Memorandum for Travel

Accountability Memorandum:

TO: AWC/DA (email to "AWC/Student Ops")

Please be advised that the following students from the AWC _____ Elective/Class will be involved in an official visit away from the Air University campus on _____ for less than a 24-hour period.

STUDENTS:

LAST NAME	FIRST	MI	RANK	SERVICE
DOE	John	R	Lt Col	USAF
COTTON	Peter	D	COL	USA
SMITH	Paul	A	Mr.	CIV

ACCOMPANYING FACULTY:

LAST NAME	FIRST	MI	RANK	SERVICE	CONTACT PHONE
XXXXXX	Xxxxx		Xxx	USAF	Cell phone#

LOCATION: *Example:* FEMA Center for Domestic Preparedness
61 Responder Drive
Anniston AL 36205

Date/ Inclusive Times: _____

Itinerary: *Optional*

Site POC: Name and Contact information

Additional Details: Means of transportation, drivers, additional contact information, etc.

APPENDIX D: Building 1401 (Anderson Hall) CAC Entry FAQ

CAC Entry System

Building 1401 operates on a magnetic entry controlled system. This requires usage of your Controlled Access Card (CAC) to gain entry after hours, on weekends AND during increased FPCONs (exercise and real world). Register CACs within the 1st week of arrival. Please come to Room 1005C or Room 2019.

Here are a few FAQs to help clarify how it works and what is expected. Please take a moment to review this information and store it in an easy-to-access location for future reference.

Will I have to use my CAC to gain entrance to the facility every time I come in?

No. During regular duty hours and normal or FPCON Alpha Ops tempo the facility will be opened and closed on an auto schedule. Doors will open at 0650 and close at 1700 M-F. CAC will be required during heightened FPCON conditions, after duty hours, on holidays and on weekends. (NOTE: Expect to be required to use CACs to gain entry at some point during Base Exercises.)

How do I use the card?

First, make sure your CAC is registered in AWC/MS Office (Room 1005C) or at Student Ops (Room 2019). (Note: New CACs must be re-registered). Second, follow the instructions located beside each reader at each door.

Do I only have to register it one time?

Yes--UNLESS a new CAC is issued.

Do I have to use the card to exit the facility?

No. However, when the doors are locked, a green light appears on the magnet directly above the door. This indicates that the mechanism is engaged. To exit, firmly push the **GREEN PUSH TO EXIT** button located beside each door, watch that the light goes out and then push the push bar to leave the facility. Please do not attempt to forcibly open the doors by repeatedly using pressure on the push bar.

Will my card work on all doors for Building 1401?

No. The doors on Jones Auditorium are only operational during special events and remain disengaged for entry the remainder of the time. Additionally, during FPCON Charlie and Delta (single point of entry), CACs will only work on the entrance door located in front of the main reserved parking area of the faculty and staff parking lot (across from Room 1005).

What Pin number are the instructions referring to?

The Pin number for this system is the SAME one you use on your computer. (This is a 6-8 digit number.)

When do I need to use a Pin number?

Following the instructions located by the doors, use of the Pin number (followed by the # sign on the key pad) is required during FPCON Bravo, Charlie and Delta.

What happens if I enter the wrong Pin number?

After two unsuccessful attempts, the system will stop attempting to read entries. No amount of retries at that moment will make a difference; changing doors will also have no effect. Gain entry in another manner (call a colleague, etc.) and then LOG IN to your AWC computer account. By logging in, you reset your opportunities. The system is built this way to PREVENT you from getting locked out of your computer. (Why do we do it this way? Three failed PIN entry attempts locks your computer access and requires a physical visit to Building 804 to have your pin reset.

When the system is engaged, am I allowed to let others in on my card?

CAC holders are responsible for any personnel allowed in the building. Identify the person and ensure they are permitted inside. It is not sufficient to respond when asked by leadership, facility management or EET team members "I think they work here, or I've seen them in here a lot."

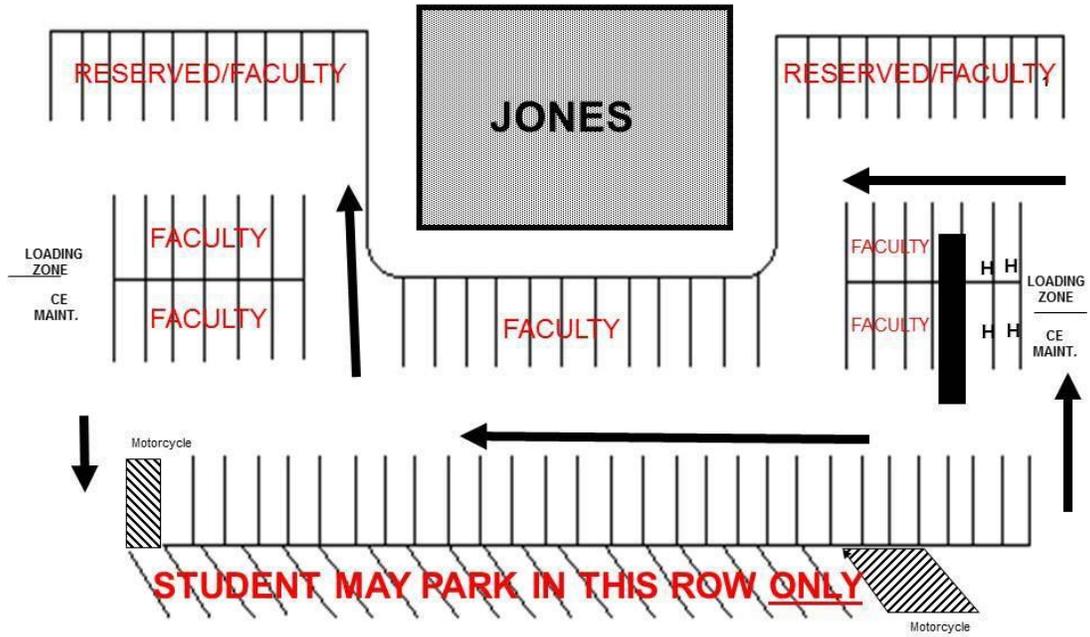
What do I do when the facility is locked, and I've forgotten my card?

Call someone working in the facility from your cell phone to ask them to allow access.

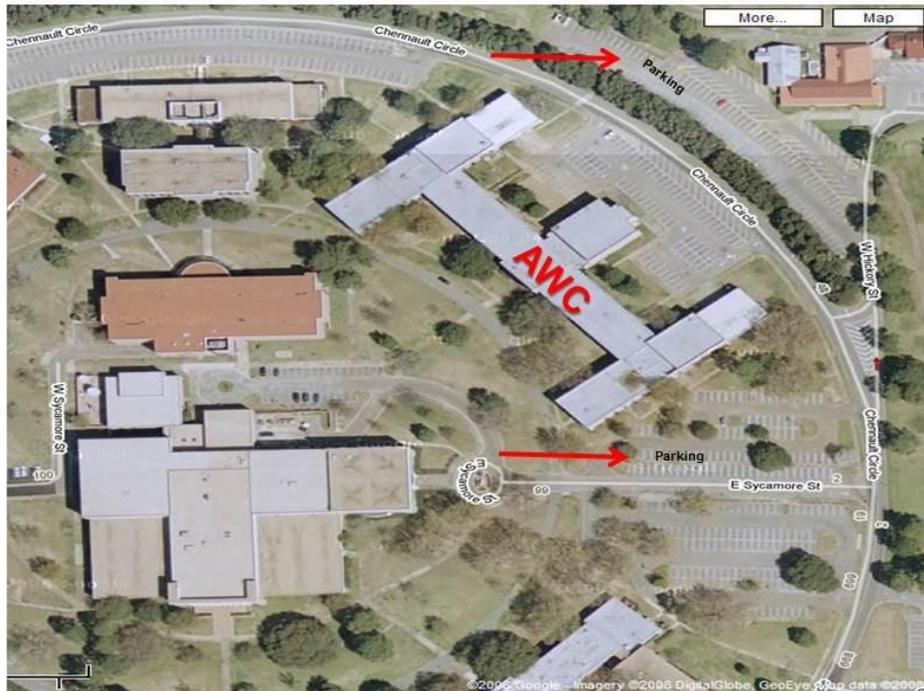
What do I do if I lock my CAC in the facility over the weekend, on a holiday or after hours?

Wait to return to the facility until normal operating hours when the doors are open and gain entrance. Security Forces and/or the AWC emergency team cannot respond for lost/misplaced CAC cards.

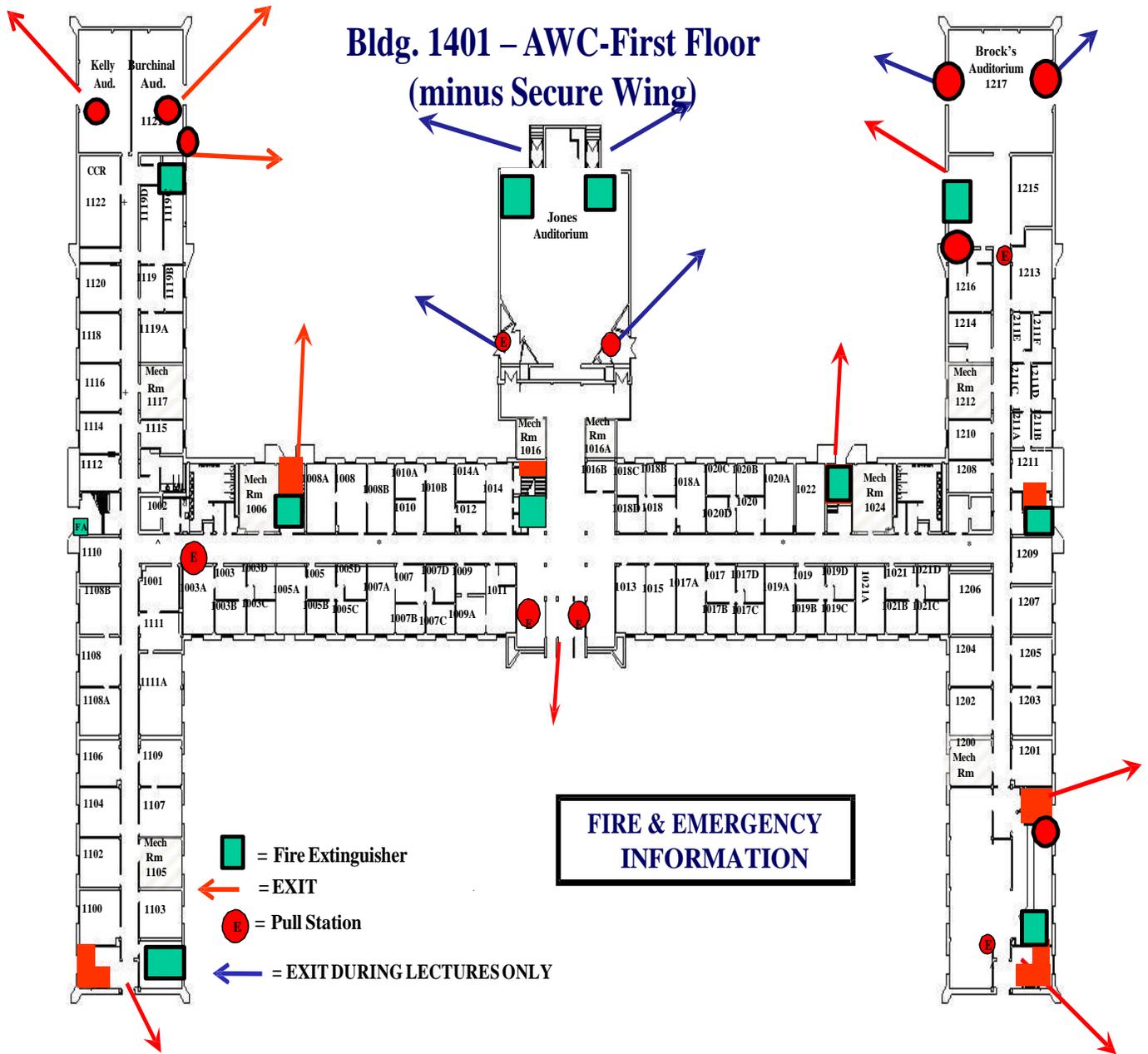
APPENDIX E-1: AWC Faculty/Staff Parking Lot



APPENDIX E-2: AWC Student Parking Lot

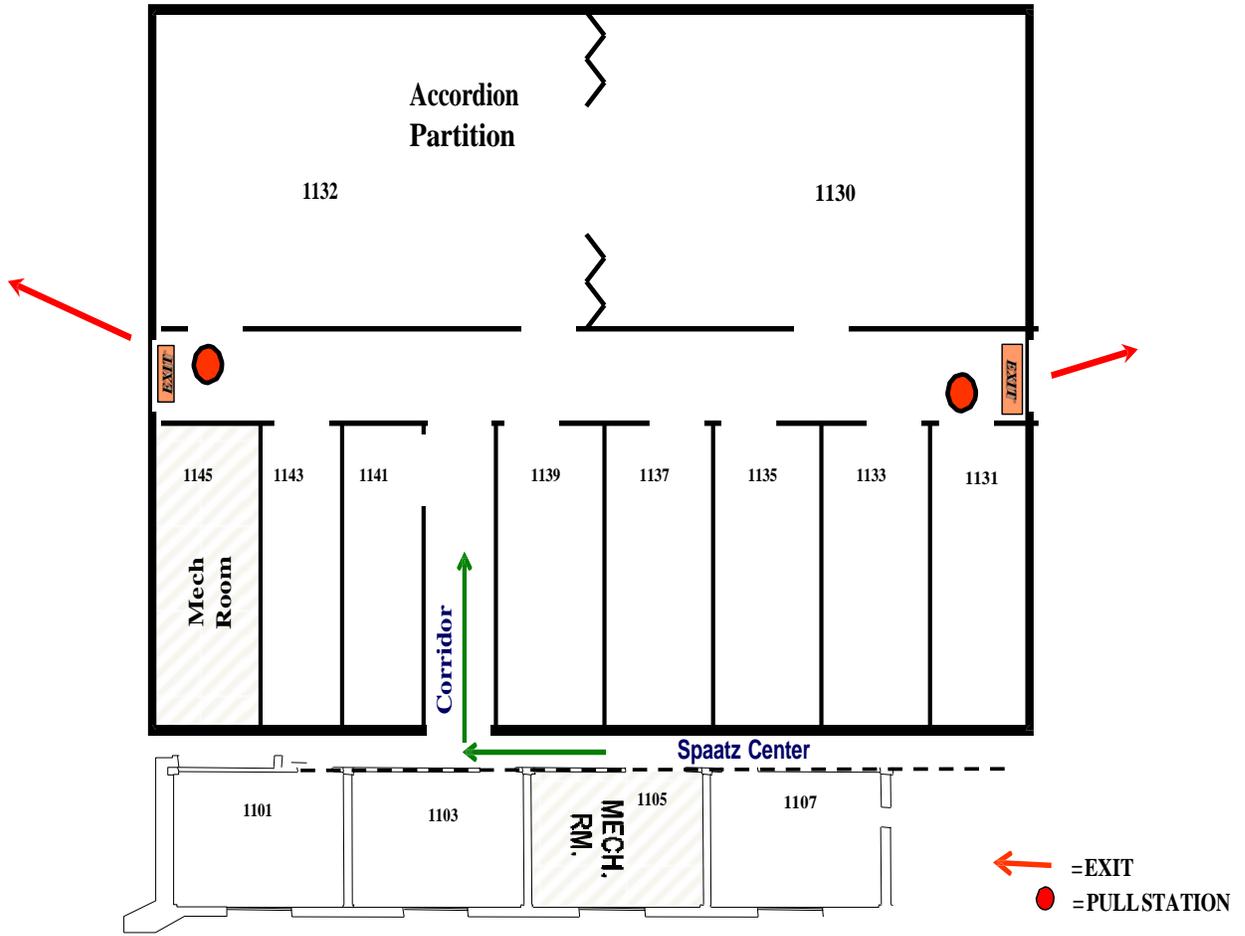


APPENDIX F: Evacuation Plans

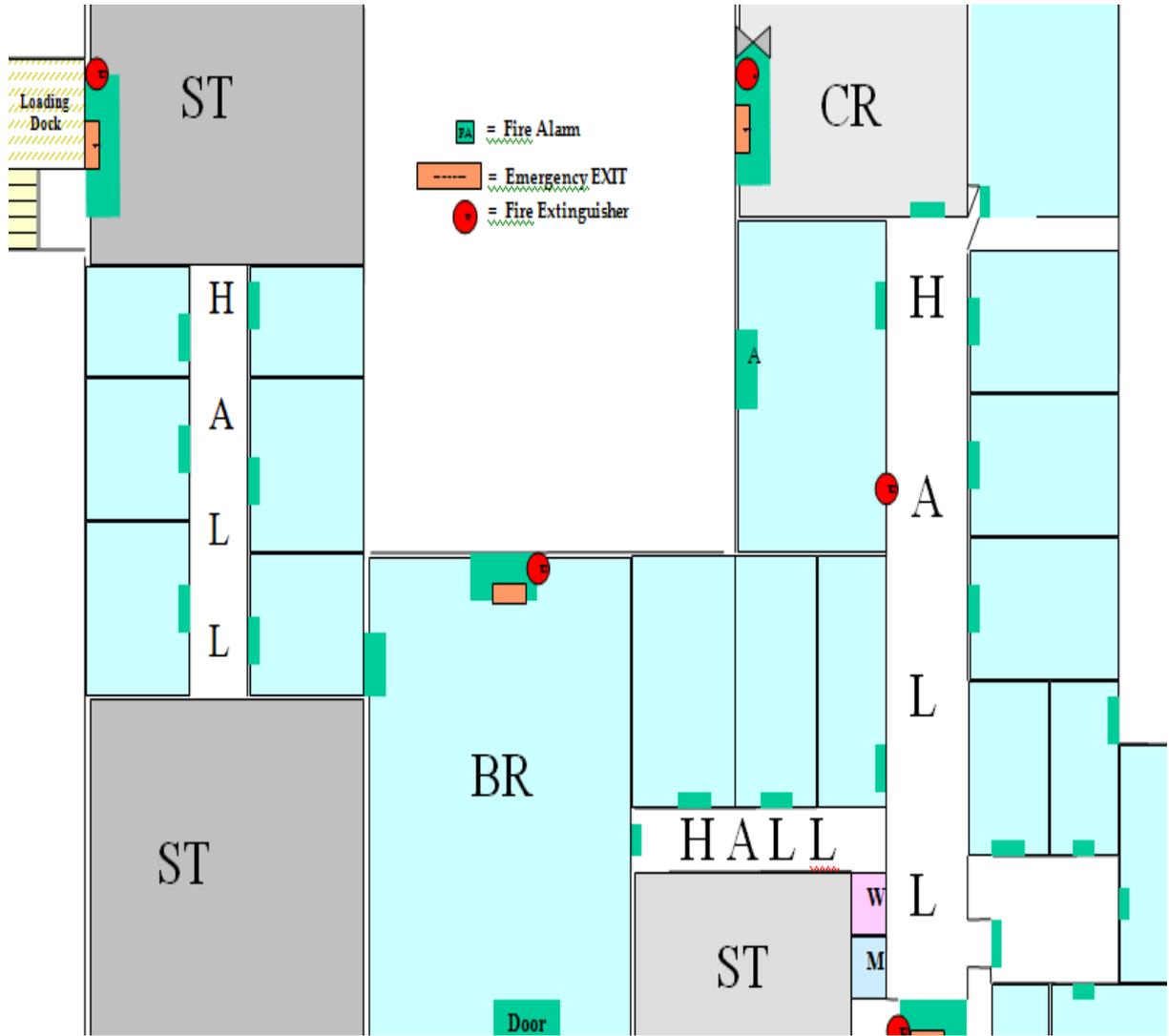


Bldg. 1401 – AWC First Floor – SECURE WING

FIRE & EMERGENCY INFORMATION

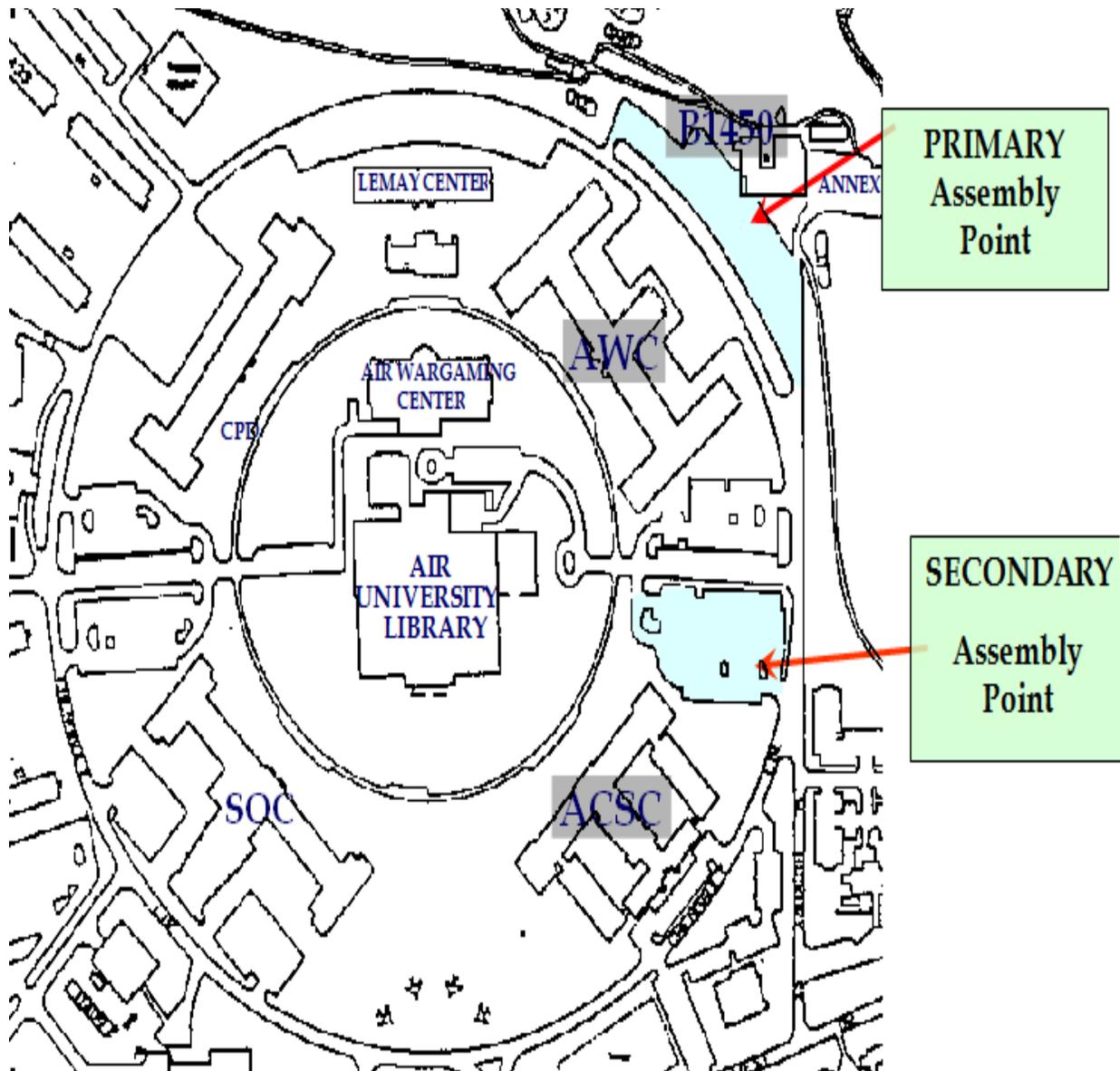


Building 1450 – AWC Book Room

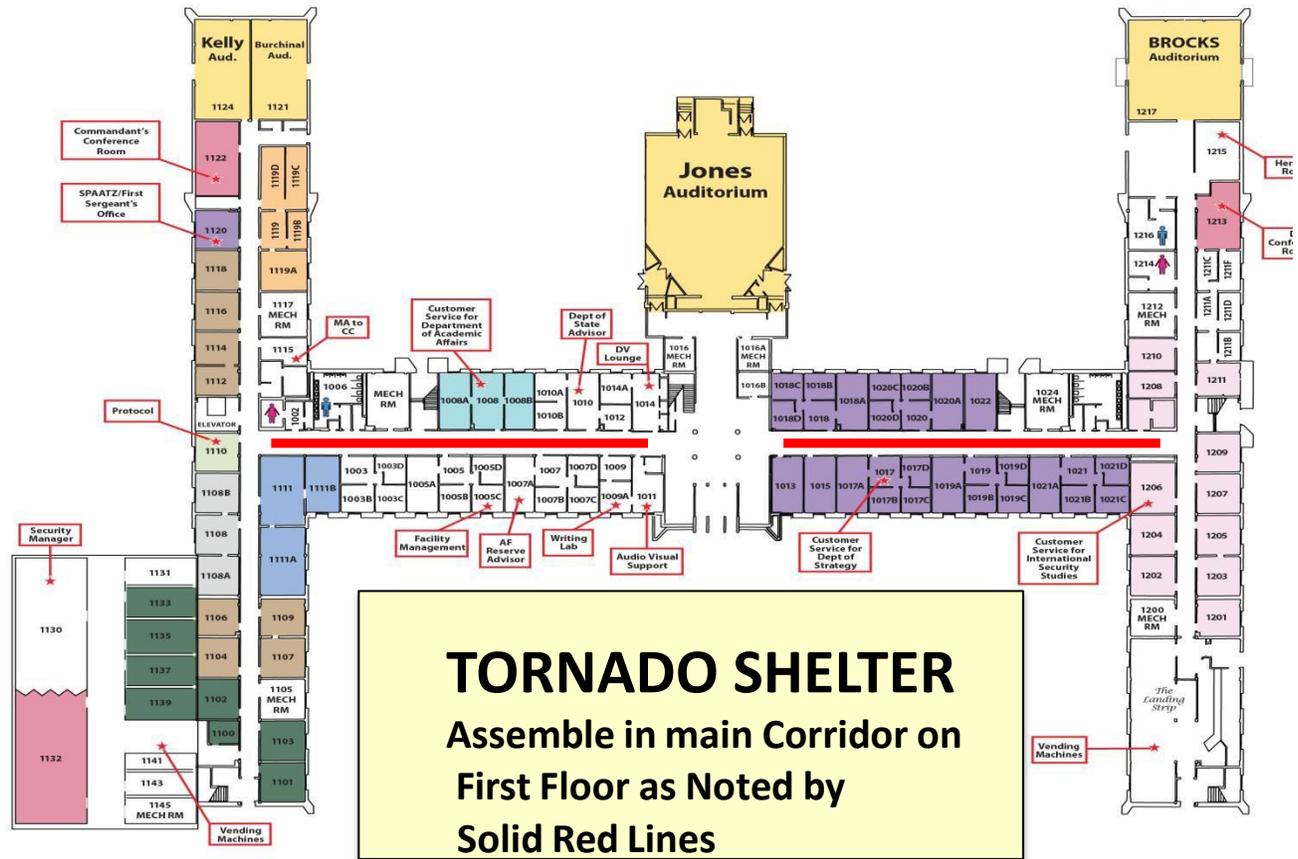


**FIRE & EMERGENCY
EVACUATION ROUTES**

AWC Assembly Locations



AWC – FIRST FLOOR



APPENDIX G: Promotion Ceremonies

CHECKLIST FOR PROMOTION CEREMONIES

1. Seminar Director should talk to the promotee about their upcoming promotion ceremony
 - a. Number of people expected to attend?
 - b. Any Distinguished Visitors?
 - c. Who they wish to perform the pin-on (officiate)?
 - d. Time preferred?
 - e. Preferences for a reception afterwards (at promotee's expense)?
2. The protocol office will assist with checklists, samples, invitations, etc., on a limited basis.
3. Promotee responsibilities:
 - a. Provide a **set of rank**
 - b. Arrange their own flowers/ gifts as they desire
 - c. Inform SD and Protocol of DVs planning to attend
 - d. Announce uniform for the ceremony (official party only) will be service dress
 - e. Provide a detailed bio for the officiating officer to review
4. Arrange a **suitable location** for the ceremony (in coordination with AWC/XS); most ceremonies are held in Brocks Auditorium. If music is desired, appoint someone to operate the computer system.
5. Coordinate with Multimedia Services for **flags** to be present at the location and to be returned following the ceremony.
6. Arrange for **photographer** to be present. (Base photo lab no longer provides this service.)
7. If requesting the AWC/CC to officiate the pin-on ceremony, coordinate early with his executive staff to determine availability, schedule event and work the details.
8. Inform Protocol of any DVs attending or officiating as soon as possible, arrange for escorts for any DVs attending; escorts will meet and greet the DVs, escort them to the auditorium, then escort them to the door following the ceremony and any other duties that may be needed.
9. All visitors to the base will need to be cleared through Security Forces three duty days before the event. See the Protocol office for proper procedures for base access for visitors.

These action items will ensure an effective ceremony. However, individual preferences may alter the requirements. Try to make arrangements as early as possible and be flexible.

**SEQUENCE OF EVENTS
PROMOTION CEREMONY
FOR
PROMOTEE
PLACE
(Brocks, Jones Auditorium, etc.)
DATE
TIME EVENT**

PROMOTEE, FAMILY MEMBERS AND GUESTS MEET WITH OFFICIATING OFFICER IN THEIR OFFICE. DESIGNATED READER WILL DISCUSS CEREMONY PROCEDURES

READER CALLS ROOM TO ATTENTION FOR ENTRANCE OF OFFICIATING OFFICER AND PROMOTEE

OFFICIATING OFFICER ENTERS AUDITORIUM WITH PROMOTEE

READER ASKS AUDIENCE TO BE SEATED

OFFICIATING OFFICER MAKES BIOGRAPHICAL REMARKS ABOUT PROMOTEE (ALSO ON STAGE)

READER ASKS AUDIENCE TO STAND

READER READS PROMOTION ORDER

ATTENTION TO ORDERS:

THE PRESIDENT OF THE UNITED STATES, ACTING UPON THE RECOMMENDATION OF THE SECRETARY OF THE AIR FORCE, HAS PLACED SPECIAL TRUST AND CONFIDENCE IN THE PATRIOTISM, INTEGRITY, AND ABILITIES OF LIEUTENANT COLONEL (Your Name). IN VIEW OF THESE SPECIAL QUALITIES AND HIS DEMONSTRATED POTENTIAL TO SERVE IN THE HIGHER GRADE, LIEUTENANT COLONEL (Your Name) IS PROMOTED TO THE GRADE OF COLONEL, UNITED STATES AIR FORCE, (Day, Month, Year), BY ORDER OF THE SECRETARY OF THE AIR FORCE.

READER ASKS AUDIENCE TO BE SEATED

READER ASKS FAMILY MEMBERS/GUESTS TO COME ON STAGE

OFFICIATING OFFICER AND/OR FAMILY MEMBERS AND GUESTS PERFORM PIN-ON – FAMILY MEMBERS ARE SEATED.

OFFICIATING OFFICER AND PROMOTEE FACE EACH OTHER

OFFICIATING OFFICER ADMINISTERS OATH OF OFFICE (Salute after shaking hands)

OFFICER'S OATH OF OFFICE

"I (state your full name), having been appointed a Colonel, United States Air Force, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office upon which I am about to enter, so help me God."

PROMOTEE MAKES REMARKS

READER ASKS GUESTS TO CONGRATULATE PROMOTEE AND INVITES THEM TO REFRESHMENTS (IF PROVIDED)

CEREMONY ENDS

PHOTO OPPORTUNITY

FAMILY MEMBERS/GUESTS ATTENDING PROMOTION CEREMONY FORM A RECEIVING LINE

APPENDIX H: Awards Ceremonies

AWARD DATA SHEET FOR RANK LAST NAME

1. The ceremony to award the _____ (name of the award, MSM, etc.) will be held in _____ auditorium at _____ hours on _____ (day and date).
2. The following family member(s)/guest(s) will attend the ceremony:
Spouse: _____
Daughter(s): _____
Son(s): _____
Parents: _____
Guest(s): _____
3. Please fill out the above and turn in to your SD with your biographical information and sequence of events at least 1 week prior to the desired date of your ceremony.

CHECKLIST FOR AWARD CEREMONIES

1. Determine level of award. Generally, awards and decorations fall into the following three categories:
 - Group A: Legion of Merit, Distinguished Flying Cross, Purple Hearts, Defense Superior Service Medal, etc.
 - Group B: Meritorious Service Medals (MSM)
 - Group C: All awards below MSMs (Commendation Medals, Achievement Medals, etc.)
2. Seminar Directors (SDs) discuss student desires/options for award presentation.
 - Group A awards should be presented by the Commandant at a suitable location depending on availability of family members and students
 - Group B awards may be presented based on the recipient's desires, either during a ceremony or without a formal presentation
 - If the recipient requests a formal ceremony, the SD or if requested, the Commandant, would preside

- At ceremonies in which the Commandant presides, plan to present no more than three awards
 - Group C awards may be presented based on the recipient's desires for a ceremony or without a formal presentation
 - If a ceremony is requested, the SD should be the presenter
3. SDs establish a seminar point of contact (POC) to set up the ceremony.
 4. The Award ceremony POC will ensure the following tasks are accomplished:
 - Inform AWC/CCP of any DVs attending
 - For Group A awards, ask the Commandant to preside
 - For Group B awards, if desired, ask the Commandant to preside
 5. If the Commandant will present the award:
 - Coordinate and schedule the ceremony with the Commandant's Office
 - Provide the Commandant's Office a biography on each of the award recipients, including go-by names
 - Schedule a room and time for the ceremony with AWC/XS, generally Brocks Auditorium
 - Move the flags to the location at the appropriate time.
 - Obtain the citation from the Spaatz/DP (coordinated through Student Ops or SD, if they received it).
 - Make a copy of the citation to read, maintain the original in the blue folder to present to the recipient
 - Arrange for someone to read the citation
 - Arrange for someone to hold the awards and give them to the presenter
 - Arrange for escorts for any DVs attending; escorts will meet and greet the DVs, escort them to the auditorium, then escort them to the door following the ceremony and any other duties that may be needed
 - Notify Student Ops of the date and time of the ceremony and the presentation medals needed. They will obtain the required "presentation" medals and tray; these medals have clips and must be returned to Student Ops after the ceremony
 - Inform the Commandant's Office of family members and any DVs planning to attend
 - Complete/revise the attached sequence of event and develop a script; provide both to the Commandant's Office along with the recipient's biography 1 week prior to the ceremony
 - Return all items (flags, medals, stanchions, etc.) to point of origin same day as ceremony
-

**SEQUENCE OF EVENTS
AWARDS CEREMONY
FOR
(Rank First Name MI Last Name)
Day Month Year
TIME EVENT**

1. Reader briefs principals on sequence of events
2. Award recipient(s) take their places on stage (in front of flags if one person or to the right side of the stage if more than one). The proffer is on stage before principals take their places
3. Room called to attention for entrance of presiding officer (proceeds to center stage and faces audience)
4. Audience seated
5. Presiding officer makes biographical comments about the recipient(s)
6. Audience stands at attention while reader reads citation
7. Proffer offers medal to presiding officer who pins medal on recipient
8. Presiding officer and recipient(s) depart
9. Events repeated if others are presented awards at the same ceremony
10. Family Members Present:

APPENDIX I: Pass Clearance Request Form



PASS CLEARANCE REQUEST FORM

FOR AWC/ISS USE ONLY

Date Received: _____ TDY Dates: _____ VAR Nr: AWC- _____
Date Sent: _____ Method: _____ DTG: _____

(SEE COMPLETION INSTRUCTIONS ON REVERSE)

(NOTE: INCOMPLETE FORMS WILL BE RETURNED WITHOUT ACTION)

Contact Mr. Jamie Johnson, AWC Security Office, Room 1130 or phone 953-1399, for assistance.

SECTION I - TRAVELER(S) (Attach list if more than one)

NAME: Doe, John P. GRADE: O-6 OFFICE/SEM: DEW
(LAST, FIRST, MI)

SSN: 222-11-3333 PLACE OF BIRTH: New York, NY DOB: 1 Jan 1965
(CITY, STATE/COUNTRY)

SECTION II - TDY INFORMATION

Location: USSTRATCOM/J5 POC: Maj Pete Mitchell
(UNIT/ORGANIZATION) (RANK AND NAME)

Offutt AFB, NE Phone: DSN 211-4567
(BASE/LOCATION/STATE) (DSN/COMMERCIAL)

PURPOSE: Attend Joint Warfighter Conf TDY DATE(S): 2-5 Oct 11

SECTION III - SECURITY INFORMATION AND CLEARANCE ACCESS TO PASS

COLLATERAL

SCI

POC: _____ TSgt Jill Smith, SSO
(NAME AND OFFICE) (NAME AND OFFICE)

PHONE: _____ DSN 555-1234
(DSN/COMMERCIAL) (DSN/COMMERCIAL)

SMO CODE: _____ SSO USSTRATCOM
(FOR JPAS USERS ONLY) (FOR JPAS USERS ONLY)

MESSAGE PLA: _____
(FOR NON-JPAS USERS ONLY) (FOR NON-JPAS USERS ONLY)

PLAIN FAX: _____ SECURE FAX: _____
(FOR NON-JPAS USERS ONLY) (FOR NON-JPAS USERS ONLY)

SECTION IV - ADDITIONAL INFORMATION

REQUESTOR: John P. Doe 10 Sep 11
(COMPLETE NAME, PHONE, E-MAILS APPROPRIATE)

FOR OFFICIAL USE ONLY
(Protected by the Privacy Act of 1974 when filled in)

APPENDIX J: Introducing and Thanking AWC Guest Speakers

Part I: Guidance for Introducing and Thanking Commandant Lecture Series (CLS) and National Security Forum (NSF) Guest Lecturers

1. Review the guest speaker's bio in advance by going to the student calendar and clicking on the link for the session in which the guest is scheduled to speak. Create a short and concise introduction based on key points from the speaker's bio. Hit the basics and practice. Anything longer than 30-45 seconds is a "fail."
2. Obtain a coin from Student Operations.
3. Get fitted with wireless microphone by Multimedia Services, located in room 1011 (953-5614). Do this early enough to permit yourself to be at the DV lounge at least 15 minutes prior to the lecture start time.
4. Be in the DV lounge NLT 15 minutes prior to the lecture start time.
5. Introduce yourself to the guest speaker.
6. Take a few minutes to explain the sequence of events to the guest speaker.
 - A. At start time, AWC leadership will lead guest, followed by introducer, into the auditorium.
 - If guest is a senior military official, he/she will instruct students to "Please take your seats."
 - B. Guest will sit in front row, middle section, first seat on left (facing stage) with AWC leadership next to him/her.
 - C. Introducer will go to the podium and introduce the guest speaker.
 - D. Speaker proceeds on stage for presentation/Q & A.
 - E. Simultaneously, Introducer will sit in the inside aisle seat of the first row on the left side (facing stage and closest to speaker's podium) of the auditorium.
 - F. Introducer will keep track of time and signal speaker when there is "time for one more question" (approximately 3 minutes remaining). It is crucial you review this with the speaker during time prior to entering the auditorium.
 - Occasionally students will run out of questions prior to the end of scheduled time. On those rare occasions, look for a signal from AWC leadership (CV, DE, DA) as to when it is appropriate to get up and thank the speaker and present a coin at the end of the presentation.

G. Introducer will thank the speaker and present the coin at the end of the presentation.

H. Introducer will lead the speaker out of the auditorium (opening doors) and back to the DV lounge.

Part II: Guidance for Thanking Non-AWC Guest Lecturers

A faculty representative will introduce non-AWC guest lecturers who visit the AWC to speak to students as part of the core curriculum. Students will thank these non-AWC guest lecturers at the end of their presentation and will present the speaker with a class coin.

1. Although you will not introduce the guest speaker, you should review the speaker's bio in advance by going to the student calendar and clicking on the link for the session in which the guest is scheduled to speak.
2. Obtain a class coin from Student Operations.
3. Get fitted with wireless microphone by Multimedia Services, located in room 1011 (953-5614). Do this early enough to permit yourself to be at the DV lounge at least 15 minutes prior to the lecture start time.
4. Be in the DV lounge NLT 15 minutes prior to the lecture start time.
5. Introduce yourself to the guest speaker.
6. Proceed with the guest speaker into the auditorium and sit in the inside aisle seat of the first row on the left side (facing stage and closest to speaker's podium) of the auditorium.
7. Introducer will thank the speaker and present the coin at the end of the presentation/Q & A.

APPENDIX K: Rubrics for Graded Activities

Air War College Writing Critique

Student: Course: Event:

Seminar: Evaluator: Date:

(dd mmm yyyy)

Comments (include Overall Comments, Thesis/Sense of Purpose, Analysis/Evidence, Organization, Grammar/Mechanics/Documentation)

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	Outstanding/Excellent	Good/Satisfactory	Marginal	Unsatisfactory
Thesis/Sense of Purpose <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Thesis is exceptionally clear, concise and arguable. Writer is sophisticated in ability to signal purpose to the reader <input type="checkbox"/>	<ul style="list-style-type: none"> Thesis is clear and supportable There is a controlling idea that holds the paper together <input type="checkbox"/>	<ul style="list-style-type: none"> Thesis is present, but may be unclear, too broad or difficult to argue, or only indirectly linked to the assignment While there may be a sense of purpose that holds the paper together, it is often very broad <input type="checkbox"/>	<ul style="list-style-type: none"> Thesis is missing, incompletely expressed, or irrelevant to the assignment Paper seems disjointed or incoherent <input type="checkbox"/>
Analysis/Evidence <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Thesis is strongly supported by arguments and evidence that are consistently accurate, thorough and relevant Support reflects sophisticated analysis and interpretation of evidence Uses reliable and accurate information/evidence that is relevant to the main issue Disassembles and reassembles relevant information in an accurate, critically-oriented, deep way, producing a synthesis of the material Demonstrates a logical progression of thought throughout the writing Conclusion is a logical and effective outgrowth of thesis <input type="checkbox"/>	<ul style="list-style-type: none"> Thesis is sufficiently supported by arguments and evidence which are accurate, thorough, and relevant Support reflects sound analysis and interpretation of evidence Usually uses reliable and accurate information that is relevant to the main issue, deviations do not detract from the overall paper Logical progression of thought Conclusion logically flows from thesis <input type="checkbox"/>	<ul style="list-style-type: none"> Thesis is generally supported by evidence, though not sufficient for all points Paper reflects some careful thought and analysis, but it is inconsistent Information/evidence is of marginal relevance to the main question or issue Full synthesis is not achieved. Evidence is not disassembled and reassembled in a fully accurate, critical, or thorough way Progression of ideas does not fully unfold in a logical manner Conclusion is present, but does not tie to thesis as well as it could <input type="checkbox"/>	<ul style="list-style-type: none"> Thesis is never adequately supported; evidence is weak, inaccurate and/or misleading Information/evidence does not clearly relate to the main question or issue Synthesis of information is not attempted or lacks accuracy, critical assessment, or depth Logical progression of ideas is absent Minimal analysis reflected in the paper No real conclusion or, if present, it fails to relate to the thesis <input type="checkbox"/>
Organization <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Paper is remarkably clear and inherently logical in structure Transitions smoothly link ideas within and between paragraphs Paragraphs are tightly constructed and each focuses on one central idea Paper is free of digressions and irrelevancies <input type="checkbox"/>	<ul style="list-style-type: none"> Paper has a sound organizational structure throughout Adequate transitions guide the reader within and between paragraphs Paragraph structure is solid Digressions and irrelevancies, if present, are rare and do not significantly distract from the argument flow <input type="checkbox"/>	<ul style="list-style-type: none"> Some degree of organization is present Paper is sometimes difficult to follow because of confusing arrangement of supporting ideas and/or ineffective transitions Paragraph structure occasionally weak. Multiple ideas covered in lengthy passages Digressions or irrelevancies sometimes distract reader from the flow of the argument <input type="checkbox"/>	<ul style="list-style-type: none"> Logical flow of ideas is interrupted, broken, or non-existent Writer's thoughts are difficult to follow throughout; transitions are not used. Abrupt, confusing, or unclear Paragraph structure is haphazard Digressions and irrelevancies consistently distract the reader from the flow of the argument <input type="checkbox"/>

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	Outstanding/Excellent	Good/Satisfactory	Marginal	Unsatisfactory
Grammar/ Mechanics/ Documentation <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> •Displays exceptional command of standard written English •Includes well crafted sentences and reflects superb word choice •Clarity of ideas is enhanced through written expression •Sources are fully cited and in proper format •Publishable 	<ul style="list-style-type: none"> •Demonstrates sound command of standard written English •Is generally correct and well written. Contains no persistent errors in grammar, mechanics, or word choice •Word and sentence choices clearly convey meaning •Sources are fully cited and citations generally correct 	<ul style="list-style-type: none"> •Contains errors in spelling, punctuation, capitalization •Sentence structure or word choice gets in the way of clear communication •Some sources are either not cited or are incorrectly cited 	<ul style="list-style-type: none"> •Contains extensive errors in spelling, punctuation, capitalization •Sentence structure hinders communication •Reader must occasionally guess at writer's meaning •Most sources are either not cited or are incorrectly cited

Air War College Speaking Critique

Student: Course: Event:

Seminar: ▾

Evaluator:

Date:

(dd mmm yyyy)

Comments (include Overall Comments, Thesis/Sense of Purpose, Analysis/Evidence, Organization, Delivery/Style)

	Outstanding/Excellent	Good/Satisfactory	Marginal	Unsatisfactory
Thesis/Sense of Purpose <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> • Conveys a clear message or purpose <input type="checkbox"/>	<ul style="list-style-type: none"> • Conveys a message or purpose <input type="checkbox"/>	<ul style="list-style-type: none"> • Conveys a message or purpose but is difficult to follow <input type="checkbox"/>	<ul style="list-style-type: none"> • Conveys no apparent message or purpose <input type="checkbox"/>
Analysis/Evidence <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> • Contains accurate and relevant information • Uses evidence to support a point • Exhibits a thorough knowledge of appropriate content <input type="checkbox"/>	<ul style="list-style-type: none"> • Contains accurate and relevant information, with minimal error, or extraneous material • Uses evidence to support a point • Exhibits knowledge of appropriate content <input type="checkbox"/>	<ul style="list-style-type: none"> • Contains some relevant information; some is irrelevant or extraneous • Exhibits some content knowledge; uses some evidence to support a point <input type="checkbox"/>	<ul style="list-style-type: none"> • Contains little relevant information; much is irrelevant or extraneous • Exhibits little content knowledge, uses little evidence <input type="checkbox"/>

	Outstanding/Excellent	Good/Satisfactory	Marginal	Unsatisfactory
Organization <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> • Establishes a clear introduction • Conveys a clear focus or point of view • Displays logical and clear sequencing of ideas • Exhibits smooth transitions • Ends with an effective conclusion that supports the presented material <input type="checkbox"/>	<ul style="list-style-type: none"> • Establishes an introduction • Conveys a focus or point of view • Displays logical sequencing of ideas • Exhibits transitions • Ends with a conclusion that supports some of the material presented <input type="checkbox"/>	<ul style="list-style-type: none"> • Establishes a simple introduction • Conveys a focus or point of view, but difficult to identify • Displays some sequencing of ideas • Exhibits few transitions or includes those that are very rough • Ends with a simple conclusion <input type="checkbox"/>	<ul style="list-style-type: none"> • Begins with an ineffective or non-avoidant introduction • Conveys no apparent focus or point of view • Displays little or no sequencing of ideas • Exhibits no transitions • Ends with an ineffective or non-avoidant conclusion <input type="checkbox"/>
Delivery/Style <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> • Establishes and maintains consistent rapport with the audience • Includes consistent eye contact; appropriate and clear gestures • Includes interesting, appropriate technique, style, or vocabulary • Includes appropriate expression, voice projection, vocal inflection and pacing to enhance delivery • Includes consistent correct grammar • Conveys appropriate emotion, originality, liveliness, excitement, humor or suspense • Presents highly professional appearance • Audiovisual (A/V) used as needed and extremely well integrated to support presentation <input type="checkbox"/>	<ul style="list-style-type: none"> • Establishes and maintains some rapport with the audience • Includes some eye contact; some gestures • Includes correct grammar with few errors; includes appropriate technique, style, or vocabulary • Includes some appropriate expression, voice projection, vocal inflection, and pacing; conveys some appropriate emotion, originality, liveliness, excitement, humor or suspense • Presents professional appearance • A/V appropriately integrated in support of presentation <input type="checkbox"/>	<ul style="list-style-type: none"> • Establishes or maintains little rapport with the audience • Includes minimal eye contact; few gestures • Includes frequent grammatical errors; some appropriate style or vocabulary • Includes little appropriate expression, voice projection, vocal inflection, and pacing; conveys little appropriate emotion, originality, liveliness, excitement, humor, or suspense • Presents questionable professional appearance • A/V used too much/too little, inaccurate <input type="checkbox"/>	<ul style="list-style-type: none"> • Establishes little or no rapport with the audience; exhibits no awareness of audience or purpose • Includes minimal or no eye contact; few, if any, gestures • Includes grammatical errors consistently; inappropriate vocabulary • Includes no appropriate expression, voice projection, vocal inflection, and pacing • Conveys no appropriate emotion, originality, liveliness, excitement, humor, or suspense • Presents unprofessional appearance • A/V use creates distraction to presentation <input type="checkbox"/>

Air War College Student Contribution Assessment

Student: Course:

Seminar:

Evaluator:

Date:

(dd mmm yyyy)

Comments: (Include Overall Comments, Preparation/Quality of Contribution/Interaction with Others)

	Outstanding/Excellent	Good/Satisfactory	Marginal	Unsatisfactory
Preparation <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> • Comments reflect deep insight of readings/materials relative to DLOs and broader course/program objectives • Offers additional relevant support material/experiences 	<ul style="list-style-type: none"> • Comments reflect thorough knowledge of assigned materials and ability to compare/contrast various points of view 	<ul style="list-style-type: none"> • Comments suggest some preparation for class, but with partial understanding of relationships of assigned materials 	<ul style="list-style-type: none"> • Unable to cite basic elements from readings
Quality of Contribution <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> • Comments are focused, well supported, and persuasive • Asks questions of classmates or instructor to further a discussion of key ideas • Articulates comparative and contrasting ideas among readings and other support material • Creative integration of lecture, reading, and discussion toward compelling conclusion • Develops own questions for further discussion 	<ul style="list-style-type: none"> • Comments are focused and supported through examples • Comments reflect understanding of key concepts and relationships within readings • Regularly cites varied personal experience or examples in relation to classmate input 	<ul style="list-style-type: none"> • Comments suggest partial understanding of reading concepts • Comments are occasionally relevant to discussion • Offers personal experience related to the discussion occasionally 	<ul style="list-style-type: none"> • Comments reflect little or no factual knowledge • Comments, if offered, have little or no relevance to discussion

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	Outstanding/Excellent	Good/Satisfactory	Marginal	Unsatisfactory
Interaction with Others <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> • Exceptional listening skills • Strong positive attitude • Involves others on a consistent basis • Motivates classmates toward further study 	<ul style="list-style-type: none"> • Listens to others • Offers positive non-verbal behavior and/or responses • Positive attitude, motivated • Supports classroom activities • Engages with others regularly 	<ul style="list-style-type: none"> • Limited listening skills • Misunderstands others' comments, moving discussion off track • Some support of classroom activities, but only to "check off" the obligation 	<ul style="list-style-type: none"> • Distracted, disengaged • Rarely participates • Disruptive • Challenging attitude resulting in uncomfortable atmosphere

Appendix L: GPA and Course Grade Calculations

GRADES

The following information describes grading calculation formulas:

- a. Grades for each course will be assigned based on predetermined evaluation criteria with requisite weighting. Typically, course grades are determined using a variety of assessments including exams, papers, seminar participation, and others. The overall course grade is then calculated using the appropriate point values and weights as delineated in the example following:

Sample Assessments	Grade	Point Value	Weight	Score
Exam 1 - 20%	B+	3.3	.20	0.66
Paper - 30%	B+	3.3	.30	0.99
Final - 30%	A-	3.7	.30	1.11
Contribution - 20%	A	4.0	.20	0.80
Numerical Grade for Course				3.56

Grade Assignment	
A	3.85 - 4.00
A-	3.50 - 3.84
B+	3.15 - 3.49
B	2.85 - 3.14
B-	2.50 - 2.84
C+	2.15 - 2.49
C	1.85 - 2.14
C-	1.50 - 1.84
D	0.85 - 1.49
F	0.00 - 0.84

- b. AUSRIS compares the numerical grade of 3.56 to the grade assignment look-up table and objectively assigns a course letter grade of A-. Instructors can petition to over-ride AUSRIS' course grade computation; the course department chair is the approval authority for grade changes.

- c. Instructors use the college grading guidance and their best judgment to assign grades for each assessment. The overall course grade is computed mathematically based on the assigned assessment and relative weights for the assessments.

- d. Grade Point Averages (GPA). GPAs are calculated by multiplying each course letter grade point value by the course credit hours, then summing these resulting values and dividing by the total credit hours (See example below).

Grade	Point Value								
A	4.0	B+	3.3	C+	2.3	D	1.0	Pass	0
A-	3.7	B	3.0	C	2.0	F	0	Fail	0
		B-	2.7	C-	1.7				

Course	Grade	Point Value	Credit Hours	Score
Course 1	A	4.0	3	12.0
Course 2	B-	2.7	6	16.2
Course 3	A-	3.7	4	14.8
Elective 1	B+	3.3	2	6.6
Elective 2	A-	3.7	2	7.4
Elective 3	B	3.0	2	6.0
			19	63.0
			GPA (63.0/19)	3.32

Pass/Fail. Requirements not designated for letter grade assignment will receive a "Pass" or "Fail" designation upon completion of the evaluated requirement. Pass is considered fully satisfactory performance. Pass/Fail graded events are not weighted within the course deliverables scheme. Grades of Pass/Fail will not be used in computing the GPA. International Fellows (IF) not admitted to the degree program are graded Pass/Fail for each event and course and will not earn quality points nor have a computed summative GPA. IFs must pass each graded event and assigned course to graduate.

Appendix M: National Security Forum

NSF is a week-long civilian outreach program held annually in May, 2 weeks before the AWC's graduation. Planning for NSF, however, normally starts in September.

From approximately 1 October thru 30 November of each year, Air Force headquarters, Air Force wings, Air University, AWC faculty and students and prior NSF attendees may nominate individuals to attend the upcoming NSF. Nominees should be influential in their local communities and have no military affiliation (nor have previously served in the military). Individuals should only attend a single NSF; however, this does not prohibit individuals from being re-nominated if they were unable to attend. Invitations will be mailed in February from the AWC Commandant. Approximately 130 civilian guests attend NSF each year.

Guests are required to pay their own expenses for the week including meals, lodging and transportation. Guests are lodged on the base for approximately \$60 per night, and they pay a registration fee of \$160, which covers most of their meals and social events. They are responsible for travel to the Montgomery area by commercial air or their personal automobile.

Each guest will be assigned to a seminar and an AWC student from that seminar will serve as their escort. Escort duties may be shared among other members of the seminar. If a guest was nominated by a faculty member or student, that guest will be assigned to their nominator's seminar. Throughout the week, NSF guests will participate in activities with their assigned seminars, including briefings, panels, seminar discussions and social events.

While there are no assigned readings or evaluation instruments for NSF, AWC students are expected to:

- Nominate potential NSF guests
- Escort assigned NSF guests to all NSF events
- Discuss speaker's presentations during seminars
- Listen to and understand civilian guests' perspectives

The basic NSF agenda overview for the week is as follows:

Monday

- All day - Guest arrival and check-in at lodging
- Evening - Escorts accompany guests as needed for dinner

Tuesday

- 0730 - Seminar Breakfast, Seminar Rooms
- 0830 - Lecture in Jones Auditorium
- 0930 - Seminar discussion
- 1130 - Lunch/Noontime Lecture
- 1300 - Lecture in Jones Auditorium

- 1430 – Seminar discussion
- 1800 – Commandant’s Welcome Event – Maxwell Club

Wednesday

- 0730 – Seminar Breakfast, Seminar Rooms
- 0830 – Lecture in Jones Auditorium
- 0930 – Seminar Discussions
- 1200 – Buffet Lunch – Maxwell Club
- 1300 – Air Force Operations Day: Various events for guests only
(C-130 Static Display, Deployment Processing Line, etc.)
- 1800 – Evening Event (Biscuits baseball game and Buffet, schedule permitting)

Thursday

- 0730 – Seminar Breakfast, Seminar Rooms
- 0830 – Lecture in Jones Auditorium
- 0930 – Seminar discussion
- 1130 – Lunch/Noontime Lecture
- 1300 – Lecture in Jones Auditorium
- 1430 – Seminar discussion
- 1800 – AU Commander’s Garden Party
- Guests depart or stay and depart on Friday

Friday

- Morning – Remaining Guests depart as needed

The actual agenda is developed around a current central theme in the spring each year and is normally finalized by mid-April. Lectures are given by AWC staff and supplemented by guest speakers to include the SecAF and CSAF, depending on their availability.

Some examples of Student Seminar assistance required during NSF:

- 1. Escorts:** Approximately eight students in each seminar will be assigned as guest escorts.
- 2. Guest Arrival (Monday):**
 - a. Airport:** Students will assign representatives to be at the airport greeting guests. Base transportation will transport the guests to base. Student escorts will meet their guest at billeting after drop-off and assist them as needed (to include accompanying them to dinner if desired).
 - b. Billeting Office:** Students will assign representatives to greet guests, help with check-in and hand out welcome packages. Students can rotate representatives in order to have billeting coverage all day Monday.

3. **Commandants Reception (Tuesday evening):** Students will assist with Club decorations with an NSF provided budget. Students work with Club to come up with ideas/design for reception decor. Also, assist with student sign-ups for the event.
4. **Seminar Breakfast (Tuesday-Thursday):** Seminars provide an NSF funded informal breakfast for guests. Each seminar can decide on their own what they want to do (catered, cooked, coffee/donuts, etc.). The NSF office will provide each seminar with \$75 to cover the guests' portion of the breakfast.
5. **Biscuits baseball game/buffet (Wednesday):** Students assist with seminar student sign-ups and ticket distribution to seminars.
6. **Activity Coordinator:** One student is used to coordinate golf for any guests/students who want to play (on base Monday and/or Friday).

NSF Staff: Lt Col Stacy Craig, NSF Director, and Lt Col Beverly Smith

If you need further information, please contact the NSF staff. They are normally located in Room 1007B/D, across from the Dean's office. NSF contact information is: 334-953-6580, Fax 334-953-2336, awc.nsf.workflow@us.af.mil

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